

REGENERATION AND PLANNING SERVICES SCRUTINY FORUM AGENDA



Thursday 20th April 2006

at 9.15 am

in Committee Room B

MEMBERS: REGENERATION AND PLANNING SERVICES SCRUTINY FORUM:

Councillors Cook, Coward, Fleet, Hargreaves, Iseley, Johnson, Kaiser, London, A Marshall, Rayner and Wright

Resident Representatives:

James Atkinson, Mary Power and Iris Ryder

1. APOLOGIES FOR ABSENCE

2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS

3. MINUTES

- 3.1 To confirm the minutes of the meetings held on 3rd March and 6th April 2006 and receive the notes of the Working Groups held on 16th March and 30th March 2006 (*attached*)

4. ISSUES RAISED AT NEIGHBOURHOOD FORUMS

No items

5. RESPONSES FROM THE COUNCIL, THE EXECUTIVE OR COMMITTEES OF THE COUNCIL TO FINAL REPORTS OF THIS FORUM

No items

6. CONSIDERATION OF REQUEST FOR SCRUTINY REVIEWS REFERRED VIA SCRUTINY CO-ORDINATING COMMITTEE

No items

7. CONSIDERATION OF PROGRESS REPORTS / BUDGET AND POLICY FRAMEWORK DOCUMENTS

No items

8. ITEMS FOR DISCUSSION

8.1 Partnerships – Draft Final Report – *Regeneration and Planning Services Scrutiny Forum*

8.2 Referral of Key Decision on Neighbourhood Element Funding – *Scrutiny Support Officer*

9. ANY OTHER ITEMS WHICH THE CHAIRMAN CONSIDERS ARE URGENT

REGENERATION AND PLANNING SERVICES SCRUTINY FORUM

MINUTES

3rd March 2006

Present:

Councillor: Pamela Hargreaves (In the Chair)

Councillors: Rob Cook, Frances London, Ann Marshall and Pat Rayner

In accordance with Council Procedure Rule 4.2 Councillor Bob Flintoff attended as a substitute for Councillor Edna Wright.

Also Present: Councillor Marjorie James, Theme Partnership Representatives
Resident Representatives: Steve Gibbon and John Lynch
Keith Bayley, HVDA
Ron Foreman, Theme Partnership Representative

Resident Representatives:
James Atkinson, Mary Power, Iris Ryder

Officers: Joanne Smithson, Head of Community Strategy
Jonathan Wistow, Scrutiny Support Officer
Sajda Banaras, Scrutiny Support Officer
Angela Hunter, Principal Democratic Services Officer

45. Apologies for Absence

Apologies for absence were received from Councillors Bill Iseley, Stan Kaiser and Edna Wright.

46. Declarations of interest by Members

None.

47. Minutes of the meeting held on 3rd February 2006

The minutes were confirmed subject to the following amendment of minute 44.
The Mayor left the meeting part way through the discussions on this item.

48. Community Involvement in Partnerships (*Scrutiny Support Officer*)

The Scrutiny Support Officer introduced and briefly outlined the forth-coming presentation from the Community Network in relation to Community Involvement in Partnership Working. The presentation would focus on:

- The role of the Community and Voluntary Sector in partnerships generally;
- The role of the Community and Voluntary Sector in: regional partnerships, sub-regional partnerships, the LSP and Theme Partnerships;
- Whether encouragement needed to be given to maintain and strengthen the links with the community and voluntary sector in relation to partnership working.

Decision

The report was noted.

49. Community Involvement in Partnerships – Voluntary Community Sector (*Community Network*)

A representative from the HVDA had been invited to the Scrutiny Forum to discuss the role of the voluntary community sector (VCS) in partnerships. He gave a comprehensive and detailed presentation which included:

- Why the VCS was involved in partnership working
- The range of the VCS and characteristics
- Strengths of the VCS
- The make up of the VCS locally
- HVDA's contribution
- The interactions between the VCS and the public sector

The Government had encouraged the formation of community networks and they were seen locally as the means by which the community was brought together to influence the work of the Hartlepool Partnership and those partnerships that fed into it. The presentation included how the VCS were involved in partnership working and how to ensure this involvement worked in practice.

Voluntary and Community Sector representatives were elected to the Hartlepool Partnership and Themed Partnerships through the Community Network. It was noted that there was no VCS representative on the Children and Young People Partnership Executive. The Tees Valley Partnership had one VCS representative, but only organisations with a remit outside of more than one geographical area can vote. Members felt the VCS membership on these partnerships was inadequate.

Several examples of how the Community Network worked with communities either by interest or based on an area were provided within the presentation. In conclusion, the representative indicated that there had been a good level of resident involvement in Neighbourhood Action Plans and that the Community Network had played an important role in articulating the views of communities of interest, for example people with disabilities or young people for which Councillor Hargreaves was commended for her work. However, the VCS felt that it had had less success in getting the services it provided onto the mainstream agenda of the public sector.

The representative from the HVDA indicated that the VCS should be considered more seriously as a potential provider of services under Best Value and Budgetary reviews.

A discussion followed where the following points were raised.

There was some concern from Members that there were too many voluntary groups all competing for the same funds? The representative from the HVDA reported that there were a lot of small local voluntary groups, sometimes competing for the same funding, although he could not recall any examples of duplicated groups. He added that some groups do not require as much input from the HVDA as others, particularly where a group was established.

There was concern over the potential formation of the LSP Executive? Members were concerned that the voluntary and community sector representation on the LSP Executive might not be at an appropriate level and that the VCS representation should be proportionate.

Members were concerned that only five community groups in Hartlepool were eligible to vote for the community representative on the Tees Valley Partnership (TVP). A suggestion was made by the Chair that the newly formed Tees Valley Voluntary Forum could be involved in future elections for community representatives.

Community sector funding was an issue being considered. This issue had been referred to Scrutiny Co-ordinating Committee who had requested that a full audit of the charitable sector within Hartlepool be carried out between now and July. This information would then be passed onto this Scrutiny Forum to provide a baseline document for an inquiry.

The degree of risk to both local and national groups. Although there may appear to be a degree of duplication in efforts of local groups, there were some barriers between the groups, in particular with regard to competition for specific funding. It was felt that the national voluntary groups were in a better position than the local groups because of the level of publicity they receive.

Members indicated that Hartlepool had a thriving voluntary sector, but it was felt this was due to the level of deprivation of the community as a whole and that the preference would be not to need one. Members commented on the

excellent work carried out by the HVDA. The Chair acknowledged that although the HVDA was a good provider of support to the voluntary sector of Hartlepool, Members should remember that there were other community associations that provided support, for example, the Owton Fens Community Association or the Headland Development Company.

The Community Network representative indicated that there would be a shortage of funding due to the loss of European funding later this year. He added that as a result of this, there was a need for voluntary groups to work closer together.

The representative from the HVDA was thanked for his presentation and contribution to the discussions which followed, along with the representatives from the Theme Partnerships who were in attendance.

Decision

The presentation and discussions were noted.

50. Local Strategic Partnership (LSP) - Theme Partnerships (*Scrutiny Support Officer/Head of Community Strategy*)

The Scrutiny Support Officer indicated that this report introduced the supporting papers in relation to the Theme Partnerships of the LSP. It indicated that the Hartlepool Partnership was the Local Strategic Partnership for Hartlepool and consisted of a network of partnerships linked together that were linked around the seven themes of the Community Strategy which are:

- Strengthening Communities
- Jobs and the Economy
- Lifelong Learning and Skills
- Health and Care
- Community Safety
- Environment and Housing
- Culture and Leisure

There were several partnerships under each theme known as Theme Partnerships, details of which were attached to the report by way of appendix.

The Head of Community Strategy gave a detailed and comprehensive presentation to the Forum covering the following key issues:

- The purpose of Theme Partnerships
- The Governance arrangements in terms of Council involvement
- Roles and responsibilities of elected members and officers

The Theme Partnerships were brought together by the LSP and were strategic, representative and effective whilst also overseeing implementation

and managing performance. Each Theme Partnership had their own very different terms of reference and were established to meet a variety of needs as well as sharing good practice. The membership of the Theme Partnerships varied hugely but sought to be inclusive by encouraging the involvement of a wide variety of people.

The roles for both elected Members and Officers were outlined in the presentation which included a lead officer for each Theme Partnership.

At this point in the meeting, a resident representative declared a personal and non-prejudicial interest.

A discussion followed where the following points were raised:

How could a Theme Partnership be held democratically accountable when there were no Elected Members appointed? Members felt that this was a fundamental issue that needed to be addressed across all partnerships. The possibility of annual appointments of elected Members to the Theme Partnerships was suggested although it was acknowledged that as Theme Partnerships were not solely Council Partnerships, this could only be a request. There was also concern expressed about the lack of links from relevant partnerships to the Scrutiny Fora.

There was some confusion about the officer role on the Theme Partnerships? It was indicated that although some officers attended the Theme Partnerships regularly, they were not formal officers appointed as members. Members had some concerns that officers not formally appointed could influence the decisions made by the appointed members and that officer attendance at Theme Partnership meetings needed to be rationalised. The Head of Community Strategy indicated that officer attendance at Theme Partnerships enabled the sharing of good working practices and a partnership approach to service development and delivery.

How was the membership of business partners on the Theme Partnerships allocated? The Head of Community Strategy indicated that membership of the Economic Forum was open to any local businesses with an interest in improving the town's economy. In response to further questions, she commented that not all officers playing a leading role with Theme Partnerships were employed by the Local Authority, for example the Lifelong Learning Partnership was chaired by Hartlepool College of Further Education who led work on the Partnership's membership.

The Head of Community Strategy was thanked for her presentation and input into the discussions.

Following discussions on both of the items above, the following recommendations were proposed for consideration:

- 1) That increased levels representation be examined on the Lifelong Learning Partnership and the Children and Young People Partnership, including the Executive.

- 2) That the levels of voluntary sector representation be increased on the Tees Valley Partnership and also Local Strategic Partnership representation on the TVP
- 3) That the support and need for infrastructure organisation be recognised and appropriately funded.
- 4) That the recognition and thanks be conveyed to all volunteers.
- 5) That an appropriate measure be put in place for the election of voluntary representatives on the Tees Valley Partnership through the Voluntary Sector Forum.
- 6) That discussions are held with the Mayor, the MP and Council to support the issue of voluntary representation.
- 7) That a map of how the Council's departments, political structures, LSP and Theme Partnerships were aligned be examined.
- 8) A copy of the terms of reference for each Theme Partnership be provided.
- 9) That the level of Councillor membership across all partnerships be re-examined.
- 10) The level of officer time committed to partnerships be examined in order to ensure it is tailored to the appropriate requirements
- 11) The issue of roles and responsibilities for all members of Theme Partnerships be encouraged as part of good practice.
- 12) That an annual review of Compact as part of the Best Value Performance Indicators be examined.

Decision

The recommendations detailed above were to be considered for inclusion in the Draft Final Report.

51. Consideration of a Request for Scrutiny Reviews Referred via Scrutiny Co-ordinating Committee – Referral of Key Decision on Neighbourhood Element Funding *(Head of Community Strategy)*

On 24th February 2006, Scrutiny Co-ordinating Committee requested that this Scrutiny Forum consider the 'governance issues' around the decision making process for the Neighbourhood Element Fund item in the Council's Forward Plan.

The Head of Community Strategy indicated that the Neighbourhood Element Fund was set up by the Government and awarded to areas of high disadvantage. Funding for the first two years had been agreed although the following two years were subject to confirmation in the 2006 Spending Review. The Government guidance on Neighbourhood Element Funding states that Local Authorities will be accountable for how the money is spent with agreement from partners. The decision making route has included both the Regeneration and Liveability Portfolio Holder and the Hartlepool Partnership.

Members had concerns that the decision making process through the LSP and the Council's Executive had the potential to undermine public confidence in the decision-making process. Members felt that as they were democratically elected by Hartlepool residents, they were ultimately held accountable for the decisions taken. The majority of LSP members were not democratically elected and Members felt this resulted in problems with local governance. The formula to allocate funding across Theme Partnerships and control public spending was the key issue in terms of decision making.

Members were concerned that if a decision was taken in the LSP (with the involvement of the Council's Portfolio Holders), it would then be difficult in practice for the responsible Portfolio Holder to overturn a decision they had been involved in making on the LSP. Members considered that Council representatives on the LSP should reflect the view of the Council and, therefore, they need to ascertain the Council's view prior to the LSP making a decision.

The Head of Community Strategy indicated that where decisions needed to be made by both the Hartlepool Partnership and the Council's Executive, the order these decisions were made in was determined by the timetabling of meetings. The Head of Community Strategy indicated that her preference was for the Hartlepool Partnership to meet before the Executive but that this was not always possible due to tight timescales and meeting schedules. There was always the option of calling-in the decision immediately following the Executive decision, although there did not appear to have been any problems with this decision making process to date. Furthermore, Members were encouraged to consider what the likely impact of taking all decisions through the Portfolio Holders prior to the LSP meeting might have on the notion of partnership working on Hartlepool Partnership. The Head of Community Strategy also indicated that any decision about funding, like Neighbourhood Element Funding, had to be made by the Portfolio Holder.

It was highlighted that as this process may be open to abuse and that as this issue was larger than this particular decision, Members would like to consider this issue further.

It was therefore proposed that a Working Group be established to examine how this issue could be taken further in more detail with a view to reporting recommendations to the next meeting of this Forum.

Decision

A Working Group be established to examine the above issue in more detail with recommendations being reported to the next meeting of this Forum.

PAMELA HARGREAVES

CHAIRMAN

REGENERATION AND PLANNING SERVICES SCRUTINY FORUM

MINUTES

6th April 2006

Present:

Councillor: Pamela Hargreaves (In the Chair)

Councillors: Frances London

In accordance with Council Procedure Rule 4.2 Councillor Sheila Griffin
attended as a substitute for Councillor Mick Johnson

Resident Representatives:

James Atkinson, Mary Power, Iris Ryder

Officers: Peter Scott, Director of Regeneration and Planning Services
Joanne Smithson, Head of Community Strategy
Jonathan Wistow, Scrutiny Support Officer
Angela Hunter, Principal Democratic Services Officer

52. Apologies for Absence

Apologies for absence were received from Councillors Rob Cook, Mary Fleet, Michael Johnson, Stan Kaiser, Ann Marshall, Pat Rayner and Edna Wright.

53. Inquorate Meeting

The Chair noted that the meeting was inquorate therefore it was rescheduled for Thursday 20th April at 9.15am.

PAMELA HARGREAVES

CHAIRMAN

REGENERATION AND PLANNING SERVICES SCRUTINY WORKING GROUP

MINUTES AND DECISION RECORD

16th March 2006

Present:

Councillor: Pamela Hargreaves (In the Chair)

Councillor Rob Cook

Resident Representative:

James Atkinson

Officers: Peter Scott, Director of Regeneration and Planning Services

Joanne Smithson, Head of Community Strategy

Sajda Banaras, Scrutiny Support Officer

Jonathan Wistow, Scrutiny Support Officer

Angela Hunter, Principal Democratic Services Officer

1. Neighbourhood Element Fund

It was noted that the enquiry into the Neighbourhood Element Fund had raised Members awareness of the decision-making process between the Local Strategic Partnership and Council. Members were concerned that decisions were being taken without the involvement of the majority of democratically elected Members. Members in attendance at the Working Group devised four options for the scrutiny process in relation to this item:

- Incorporate it as part of the Partnership Inquiry;
- Identify it as a potential work programme item for the next municipal year;
- Set up a further working group (effectively a task group) to explore the issue, either in this or the next municipal year, and invite 'interested' Members to contribute to this; and
- Do not look at it any further.

It was also highlighted that an inquiry of this nature may potentially be sensitive. Consequently, the Chair suggested that a meeting could take place between the Chair of the Forum, the Director of Regeneration and Planning Services, the Head of Community Strategy and Scrutiny Support Officers.

The Chair indicated that it would be useful to have timeline diagrams produced for this enquiry that would identify who took decisions, where they were made and how other Members could contribute to this process, in particular through the scrutiny process.

Recommendations

- A report be submitted to the next Working Group meeting on 30th March and the next formal meeting of the Forum on 6th April to outline the options for this enquiry.

PAMELA HARGREAVES

CHAIR

REGENERATION AND PLANNING SERVICES SCRUTINY WORKING GROUP

MINUTES AND DECISION RECORD

30th March 2006

Present:

Councillor: Pamela Hargreaves (In the Chair)

Councillor Rob Cook, Mary Fleet, Frances London

Resident Representative:

James Atkinson and Iris Ryder

Officers: Peter Scott, Director of Regeneration and Planning Services
Sajda Banaras, Scrutiny Support Officer
Jonathan Wistow, Scrutiny Support Officer
Angela Hunter, Principal Democratic Services Officer

2. Apologies for Absence

Apologies for absence were received from Councillors Stan Kaiser, Ann Marshall and Pat Rayner and resident representative Mary Power.

3. Partnerships – Draft Final Report

The draft final report had been circulated to Members prior to the meeting. Members examined each section of the report and had detailed discussions to inform the draft recommendations. Members agreed that the enquiry had proven very useful in identifying the partnership arrangements involved in decision-making and should be widely distributed, possibly in the format of a guide. Several amendments were proposed to the recommendations along with additional information to be incorporated.

Recommendations

The Forum made the following recommendations:

(a) That the Council seeks to strengthen the feedback mechanisms (to the Local Authority) for its representatives on the Regional Assembly and that substitute arrangements for those representatives should be clarified;

(b) That the Council seeks clarification from the RDA around the

selection process for representatives on this body;

- (c) That the Council produces further information about the LAA process for a wider audience, and that this should incorporate summary sheets and diagrams;
- (d) That Scrutiny continues to be involved in the LAA process, and that in the next round of negotiations all Scrutiny Fora are involved at the formative stage;
- (e) That increased levels of community and voluntary sector representation be examined on the Lifelong Learning Partnership and the Children and Young People Partnership, including the Executive.
- (f) That the levels of voluntary sector representation be increased on the Tees Valley Partnership and also direct Local Strategic Partnership representation on the TVP. In addition, the Town's MP and Mayor should be invited to support the strengthening of the representation on the TVP.
- (g) That an appropriate measure be put in place for the election of voluntary representatives on the Tees Valley Partnership through the Voluntary Sector Forum.
- (h) That the need for infrastructural organisation offering support to the wider VCS be recognised by the Council and be appropriately funded.
- (i) That discussions are held with the Mayor, the MP and Council to support the issue of voluntary representation on the thematic partnerships.
- (j) That Scrutiny's involvement in the on-going review of the Community Strategy be strengthened across all Scrutiny Fora.
- (k) That Elected Member involvement in Thematic and other partnerships be recommended.
- (l) That roles and responsibilities for ALL members of Theme Partnerships be encouraged as part of good practice.
- (m) That an annual review of community representation is undertaken through the Compact as part of the Best Value Performance Review.
- (n) That the Council emphasises the importance of continued partnership working, and supports co-terminus arrangements

between the Council, Police and PCT.

- (o) The level of officer time committed to partnerships be examined in order to ensure it is tailored to the appropriate requirements.
- (p) That the attendance records of all Members on partnerships be produced as a public document.
- (q) That in relation to communication and information dissemination an internal and external communication protocol should be developed. In this respect the Forum welcomed the development a 'Tool Kit' for resident's use as part of the review of the Community Strategy.
- (r) That a section be included in the State of the Borough Debate to feedback the work and success of the Hartlepool Partnership and the Theme Partnerships.
- (s) That where possible Councillors attending events across the town take the opportunity to feedback the work and success of the partnerships they are involved in.
- (t) That informal (quarterly) meetings are arranged to enable elected representatives sitting on Partnerships to feedback on their involvement in these partnerships to other Elected Members and resident representatives.
- (u) That the development of a 'map' outlining how the Council's departments, political structures, LSP and Theme Partnerships are aligned be explored.
- (v) Members recommend that a summary of this report be produced as a guide to partnership working. In addition, the guide should be produced in an accessible format for circulation to a wider audience, with the PR office.
- (w) That the Cabinet produce an Action-Plan in response to these recommendations detailing both timescales for action if approved and responsible officers. In addition the Forum recommends that Cabinet report back to the Forum within 3-6 months of receipt.

PAMELA HARGREAVES

CHAIR

REGENERATION AND PLANNING SERVICES SCRUTINY FORUM REPORT

20th April 2006



Report of: Regeneration and Planning Services Scrutiny Forum

Subject: PARTNERSHIPS – DRAFT FINAL REPORT

1. PURPOSE OF REPORT

- 1.1 To present the draft findings of the Regeneration and Planning Services Scrutiny Forum following its investigation into Partnership working in the Local Authority.

2. SETTING THE SCENE

- 2.1 Partnerships and partnership working have increasingly grown in importance and significance in terms of what local authorities do and the way they do it. The image of an 'all-providing and politically authoritative' local authority no longer matches the reality of local service delivery. Consequently, there has been a considerable change in the nature of the activities of local authorities.
- 2.2 One of the key purposes of this investigation is to provide an overview of the partnership working and arrangements that the Local Authority is involved in. Mapping the extent of involvement of the Local Authority in partnership working is a considerable challenge for the Forum to undertake. Through doing so the Scrutiny Investigation has played a key role in improving Members awareness of Partnerships and the changing nature of local governance.

3. OVERALL AIM OF THE SCRUTINY INVESTIGATION

- 3.1 To assess the governance arrangements surrounding sub-regional and local partnerships on which Hartlepool Borough Council is represented.

4. TERMS OF REFERENCE

4.1 The following Terms of Reference for the review were agreed by the Regeneration and Planning Services Scrutiny Forum on 4 November 2005:-

- (a) To determine the extent of partnership working throughout the Authority.
- (b) To identify the Sub-Regional Partnership Bodies on which Hartlepool Borough Council participates and the governance arrangements established throughout those bodies.
- (c) To review the Hartlepool Partnership and consider the governance arrangements established throughout the Partnership.
- (d) To review the roles and responsibilities of Elected Members nominated to serve on the partnerships, including feedback mechanisms into Council (*cross-cutting theme*).
- (e) To clarify the role of the Community and Voluntary sector, and determine how better links can be established with Community and Voluntary Sector organisations.
- (f) To examine best practice in other Authorities.

4.2 In addition to the Terms of Reference outlined above the Forum approved a Project Plan for its Scrutiny Investigation on 4 November 2005, which identified the following areas for investigation:

- (a) General briefing on Partnerships;
- (b) Governance Arrangements around Sub-Regional Partnerships;
- (c) Sub-Regional Partnerships Member and Officer Perspectives;
- (d) Hartlepool Partnership (the Local Strategic Partnership);
- (e) Community Involvement in Partnerships; and
- (f) Local Area Agreements (LAAs).

4.3 In addition during the course of the investigation Members requested additional information about the Local Strategic Partnership Theme Partnerships, which has been incorporated into the findings section of the report.

5. MEMBERSHIP OF THE FORUM

5.1 Membership of the Regeneration and Planning Services Scrutiny Forum 2005/6 Municipal Year:

Councillors: Cook, Coward, Fleet, Hargeaves (Chair), Iseley, Johnson, Kaiser, Leonard, London, Raynor, and Wright (Vice-Chair).

Resident Representatives:

James Atkinson, Mary Power, Iris Ryder

6. METHODS OF INVESTIGATION

6.1 Over the course of the investigation Members employed a variety of methods, which included:

- (a) Detailed Officer reports supplemented by verbal evidence;
- (b) Detailed presentations from external partners, including from:
 - (i). Hartlepool Community Network;
 - (ii). Tees Valley Regeneration;
 - (iii). Tees Valley Partnership; and
 - (iv). Tees Valley Living;
- (c) Presentation and verbal evidence from the town's MP;
- (d) Verbal evidence from the Mayor;
- (e) Verbal evidence from Councillors serving on Partnerships; and
- (f) Verbal evidence from Community Network Representatives.

SCRUTINY FINDINGS

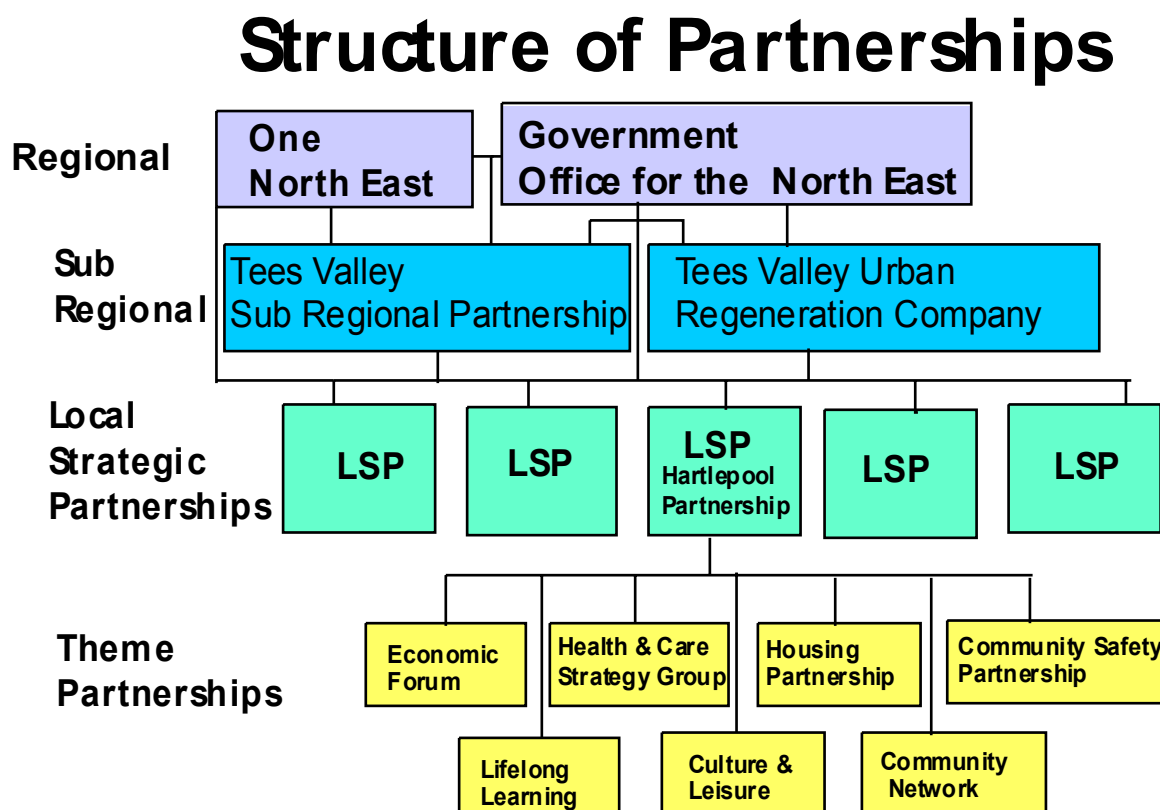
7. EXTENT OF PARTNERSHIP WORKING IN THE AUTHORITY

7.1 Evidence presented to the Forum enabled Members to establish that partnership working within the Authority operates on a number of levels that are outlined below.

- (a) Regional
- (b) Sub-Regional
- (c) Local Strategic Partnerships
- (d) Theme Partnerships

7.2 Members considered it important that they understood partnership working (in the regeneration and planning context) in its entirety to ensure Member awareness increased, but also to ascertain if the Council's representation on these bodies could be strengthened. Furthermore, to assist Member understanding of Partnership Working in the region, Members requested that a detailed guide to partnership working be produced by the Authority and that it include a fuller diagram detailing the structure than that reproduced below in 7.3

7.3 Structure of Partnerships



- **PARTNERSHIP WORKING - REGIONAL LEVEL**

- 7.4 The Forum learnt that the Government believes that successful solutions to regional problems need to be rooted in the regions themselves. To achieve this, a range of institutions and approaches have been developed to give more expression to the regional dimension. In particular, three regional organisations have been established, which are intended to deliver better decision-making and implementation of policies in the English regions. These are outlined in section 7.5 – 7.18 below.

- **ONE – REGIONAL DEVELOPMENT AGENCIES (RDA)**

- 7.5 RDAs have been created to secure better and more sustainable economic performance for the Region, Members were informed that One North-East (ONE) is one of nine Regional Development Agencies set up by the Government in April 1999 and that all of the RDA's share a common mission statement:

'To transform England's regions through sustainable economic development.'

- 7.7 The Forum learned that the Regional Economic Strategy (RES) sets out how sustainable economic development will be progressed over the next ten years. ONE produces the RES following extensive consultation and agreement over joint delivery with its partners in the region.

- 7.8 In addition the Forum also learnt that RDA's are each funded by a 'single pot' grant in aid, made up of contributions from government departments. ONE aims to use all the resources at its disposal, in both rural and urban communities throughout the North East:

- (a) To further the economic development and the regeneration of the region;
- (b) To promote business efficiency, investment and competitiveness in the region;
- (c) To generate employment; and
- (d) To encourage and enhance the development and application of relevant work skills of the people living here.

- 7.9 The success of the Agency is judged by Government through a tangible improvement in the region's economic performance, employment levels, social inclusion and the environment and by the various regional Partners in terms of the difference made to the process and to the confidence and well-being of the region.

GOVERNANCE ARRANGEMENTS OF ONE

- 7.10 The forum established that as a non-departmental public body, ONE has 15 Board Members from the Region who are appointed by the Secretary of State. The Board includes representatives from Local Authorities, Trade Unions, the

voluntary sector and the private sector. Representation on ONE tends to be based around service areas, rather than from localities.

- **REGIONAL ASSEMBLIES**

- 7.11 Regional Assemblies are; voluntary, multi party organisations who contribute to regional economic strategies, scrutinise their delivery and act as the Regional Planning Body

NORTH-EAST ASSEMBLY

- 7.12 During the evidence gathering session with the Authority's Director of Regeneration and Planning Services, the Forum noted that un-elected regional assemblies were set up in each of the eight regions outside London in April 1999. The assemblies are voluntary bodies funded primarily by government grants to undertake certain designated activities, these are the scrutiny of the RDA (One North-East) and producing the Regional Spatial Strategy (including transport and waste).
- 7.13 The assemblies can receive funding from other organisations such as local authorities although in the North East this forms a small part of the overall income.

GOVERNANCE ARRANGEMENTS OF THE NORTH-EAST ASSEMBLY

- 7.14 The North East Assembly draws 70% of its members from local authorities and 30% from economic and social partners (ESP) in the region. The ESP represents a wide cross-section of regional interests, including higher and further education, the TUC, parish and town councils and voluntary organisations. The Assembly has its own constitution and voting arrangements. Hartlepool's Members on the Assembly include the Elected Mayor and Councillor Payne.

- **GOVERNMENT OFFICE NORTH-EAST (GONE)**

7.15 GONE is involved in joining up national policy and regional / local priorities.

7.16 The Forum learnt that Government Offices were established in April 1994 to bring together the regional offices of central government. There are nine Government Offices, one in each English Region now representing ten Government Departments:-

- (a) Office of the Deputy Prime Minister,
- (b) Department of Trade and Industry,
- (c) Department for Transport
- (d) Department of Environment, Food and Rural Affairs,
- (e) Department for Education and Skills,
- (f) Department for Work and Pensions,
- (g) Department for Culture, Media and Sport
- (h) Home Office,
- (i) Department of Health, and
- (j) Cabinet Office.

7.17 In addition, Members noted that GONE is at the heart of the delivery of Government policies and programmes in the North-East and is uniquely placed to take a cross departmental approach. In 2002 the role of GONE was enhanced to include:

- (a) Acting as Government's 'eyes and ears' and representatives in the regions
- (b) Joining up different programmes and policies
- (c) Playing a greater role in policy development
- (d) Improving the co-ordination and effectiveness and Area-based initiatives.

GOVERNANCE ARRANGEMENTS OF GONE

7.18 Government Office works in partnership with a wide range of sub-regional and local partnerships. Regional Partners include;

- (a) local authorities,
- (b) businesses,
- (c) local education authorities,
- (d) voluntary organisations,
- (e) the health service, and
- (f) local people.

7.19 In addition to the bodies noted above, the Forum established that the following regional organisations also play a key role in Regeneration and Planning issues in Hartlepool:-

- (a) Association of North-East Councils;
- (b) Regional Housing Board

- **ANEC (ASSOCIATION OF NORTH-EAST COUNCILS)**

7.20 Members noted that ANEC is a representative body for the region's 25 local authorities and the communities they serve. The organisation exists to champion local authorities and the communities they serve by representing Local Authorities to Government and other important decision-makers, regionally, nationally and internationally.

7.21 Issues tackled by ANEC include the level of funding attracted into the region, health, crime and community safety, tourism, housing or economic development. The organisations goals have been defined as helping to bring about change and improvement in the quality of life for people living in communities right across the region.

7.22 In summary the organisation exists to:-

- (a) Ensure that the voice of local government is heard on a wide range of issues;
- (b) Develop, shape and implement policy;
- (c) Lobby and make effective representation;
- (d) Build and strengthen relationships with opinion formers and decision-makers at every level;
- (e) Develop a range of membership services which will add value;
- (f) Facilitate the delivery of the local government improvement agenda in the North East;
- (g) Make a positive and effective contribution to regional leadership and governance;
- (h) Encourage, support, share and communicate best practice in local government;
- (i) Demonstrate how local government represents the interest of communities; and,
- (j) Develop the image, perception and reputation of local government

GOVERNANCE ARRANGEMENTS OF ANEC

7.23 Members of the Association are Elected Councillors, representing every local authority in the North East, which gives the Association an important democratic accountability. The elected representative for Hartlepool is the Elected Mayor, Stuart Drummond. The Authority's Chief Executive, Paul Walker also represents the Authority.

- **REGIONAL HOUSING BOARD**

- 7.24 The North East Housing Board works to make sure that housing policies blend better with other plans and strategies in the North East region. The main work of the Board is to produce the Regional Housing Strategy (RHS). This strategy advises government ministers on where best to spend money on housing. The Board is also responsible for advising ministers on how to spend the Single Housing Investment Pot (SHIP). This funding is for local authorities and housing associations. For the two years up to 2006, it is worth £170 million in this region.

SUMMARY OF MEMBERS FINDINGS IN RELATION TO REGIONAL PARTNERSHIPS

- 7.25 In relation to the evidence received around regional partnerships Members expressed concern around the possible loss of local accountability if regional partnerships were further developed.
- 7.26 In addition, Members expressed the view that local residents needed to be made aware of the existence and operation of partnerships, and the achievements of many.
- 7.27 A view also emerged that greater clarity was needed both within the Council and externally about representatives serving the Regional Housing Board. It was suggested by Members that this matter is explored further in the future.

- **PARTNERSHIP WORKING – SUB-REGIONAL LEVEL**

- 8.1 The Forum received an introductory presentation in relation to Partnership operating at the sub-regional level from the Director of Regeneration and Planning at the Forums meeting on 4 November.
- 8.2 The Forum established that sub-regional partnerships are considered a more efficient and convenient means of dealing with strategic and specialist issues across the Tees Valley area.
- 8.3 Whilst noting that there are a number of other sub-regional partnerships in operation the Forum focussed on four sub-regional arrangements that affect regeneration and planning issues. They are:
- (a) Tees Valley Joint Strategy Unit and Tees Valley Joint Strategy Committee;
 - (b) Tees Valley Partnership;
 - (c) Tees Valley Regeneration; and
 - (d) Tees Valley Living.
- 8.4 The Forum noted that the key point to recognise about the four organisations above is that they are essentially strategic organisations making policy decisions or implementing projects which have an impact on the Tees Valley as a whole. In addition, Members recognised that the organisations were not about developing local policy or local projects.

• **TEES VALLEY JOINT STRATEGY UNIT (JSU) AND TEES VALLEY JOINT STRATEGY COMMITTEE (JSC)**

8.5 The Tees Valley Joint Strategy Unit was set up in 1996 as a joint arrangement of the boroughs of Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton on Tees Borough Councils to deliver:

- (a) an information and forecasting service for the Boroughs;
- (b) strategic planning – including the Tees Valley Structure Plan;
- (c) economic development strategy – Tees Valley Vision and Tees Valley City Region Development Programme;
- (d) transport planning at a sub-regional level i.e. technical support for major road schemes, lobbying for rail, Local Transport Plans; and
- (e) managing and implementing European Programmes.

8.6 A recent review of the JSU has added the following functions to the JSU:

- (a) strategic waste management;
- (b) influencing and coordinating input into the regional spatial strategy and the regional economic strategy;
- (c) tourism;
- (d) public transport coordination; and
- (e) lobbying from a local authority perspective regional agencies to ensure Tees Valley needs are understood and met.

8.7 The JSU has 60 staff and a core budget from the local authorities of £1.6 million. In addition it generates £1.3 million through project work from external sources.

8.8 At an officer level the work of the JSU is influenced by a whole series of client groups made up of officers from the five authorities. They are:

- (a) Chief Executives' Group;
- (b) Chief Development Officers' Group;
- (c) Information and Forecasting Officers' Client Group;
- (d) Chief Engineers' Group;
- (e) Heads of Economic Development Group; and
- (f) Chief Planning Managers' Group

8.9 At a member level the work of the JSU is directed by the Tees Valley Joint Strategy Committee, comprising 25 Councillors, five from each authority. The Annual Business Plan, policy reports and progress reports are received by the Committee. Hartlepool's representatives on the Committee are:-

- (a) Councillor Robbie Payne;
- (b) Councillor Denny Waller;
- (c) Councillor Derek Alison;
- (d) Councillor John Coward; and
- (e) Councillor Arthur Preece

- **TEES VALLEY PARTNERSHIP (TVP)**

8.10 The Tees Valley Partnership operates under the governance arrangements of One North-East. Its role is to:

- (a) recommend to ONE how £24 million allocated from single programme expenditure each year should be spent in the Tees Valley and then monitor its implementation;
- (b) act as a lobby for the Tees Valley in economic development issues; and
- (c) develop policy initiatives where appropriate to provide coordinated delivery.

8.11 The Partnership has a Board chaired by a private sector member with one vice chair, the chair of the Tees Valley Committee of the Local Government Association. Members of the Partnership Board are:

- (a) the five local authorities – represented at leader/mayor level;
- (b) Tees Valley Regeneration;
- (c) Tees Valley Learning and Skills Council;
- (d) Business Link Tees Valley;
- (e) Universities of Teesside and Durham;
- (f) Voluntary Sector;
- (g) Area Health Authority;
- (h) Cleveland Police;
- (i) Tees Valley Committee of the North East Chamber of Commerce (2 representatives);
- (j) Job Centre Plus;
- (k) Government Office North East; and
- (l) One NorthEast

8.12 The Board meets four times a year. An Executive of all the above partners meets every three weeks to approve and appraise on individual projects and to manage the programme. The Executive draws up the three year programme which is approved by the Board for submission to One North-East. Hartlepool Borough Council is represented on the Board by the Mayor accompanied by the Chief Executive and on the Executive by the Director of Regeneration and Planning or one of his staff. Ad hoc meetings of Chief Executives of the partners are called to deal with the issues. Projects under £250,000 have to be submitted for secondary appraisal by One North-East.

8.13 The programme is drawn up by the Executive under guidance from One North-East. The final programme is approved in principle by the Board of One North-East.

8.14 The Partnership is staffed by a manager and two staff supplemented by staff seconded from the JSU. Stockton on Tees Borough Council acts as the employer of staff and the accountable body for finance. The Partnership staff are housed in the JSU.

- **TEES VALLEY LIVING (TVL)**

8.15 Closely related to the Tees Valley Partnership is Tees Valley Living – a partnership set up to develop the Housing Market Renewal Strategy for the Tees Valley. The governance arrangements for Tees Valley Living are currently under review. A large proportion of sub-regional housing money goes through TVL, which represents millions of pounds of investment. Tees Valley Living is a partnership of local authorities and other agencies with a remit to address the problems of low demand housing and housing market failure in Tees Valley. The organisation was established in May 2003, its purpose is to make a case for substantial funding for ambitious, long-term plans for transforming neighbourhoods through the restructuring of the housing market across the Tees Valley.

8.16 The Tees Valley Living Programme - The programme includes the following components:

- (a) A robust evidence base – the research includes a Baseline Assessment, a Neighbourhood Vitality and Viability Assessment and a Housing Market Assessment;
- (b) Analysis – objective assessment of all collected data presents a better understanding of local circumstances and allows evaluation of options;
- (c) Designation of Intervention Areas – determination of priorities for action that maximise the impact of resources;
- (d) Masterplans – plans to build sustainable communities; and
- (e) Implementation – a programme of housing market renewal activity will be rolled out over 15 years.

- **GOVERNANCE ARRANGEMENTS OF TVL**

8.17 Tees Valley Living is a partnership organisation that is made up of the five Tees Valley local authorities, four Registered Social Landlords, the Tees Valley Joint Strategy Unit, Tees Valley Regeneration, Darlington Building Society and the House Builders Federation. It is supported by the Tees Valley Partnership (through One NorthEast), English Partnerships, the Housing Corporation and Government Office for the North East.

- **TEES VALLEY REGENERATION (TVR)**

- 8.18 Tees Valley Regeneration (TVR) was established in May 2002 and is the largest Urban Regeneration Company in the country. It is jointly funded by the five Tees Valley Local Authorities, English Partnerships and One North-East. Its role is to take forward the five flagship regeneration projects in the Tees Valley, of which Victoria Harbour is the key project for Hartlepool. It also is responsible for attracting inward investment to the Tees Valley. The local authorities are represented on the Board of Tees Valley Regeneration by the five Chief Executives.
- 8.19 At the meeting of the Forum on 26 January 2006 the Project Director of TVR gave a presentation on the role of the organisation and illustrated the work it carries out with an overview of the Victoria Harbour Project in Hartlepool. The project was selected following an approach from the Local Authorities to TVR. It is a 20 year project that aims to create at least 2,000 jobs in Hartlepool.
- 8.20 Following questioning by Members of the Forum the TVR Project Director indicated that the staged development of the project is based on a retail assessment, which has found that there will be sufficient capacity to accommodate the additional retail capacity within the town, the majority of which is to be designated for the sale of bulky goods. Furthermore, any contract with a developer on the site would include a local labour clause and it would be possible at some point to insist on the employment of Hartlepool's young people. The Forum welcomed these comments.
- 8.21 As part of the Forum's Partnership Inquiry clarification was sought in relation to the governance arrangements of TVR. It has a private sector led board of 15 (8 private and 7 public sector) members. One third of which are from One NorthEast, one third from English Partnerships, and a further third from the five local authorities. The board must include a majority of private members in line with guidance on the creation of Urban Regeneration Companies and in accordance with its reporting arrangements to the Department of Trade and Industry (DTI). Hartlepool Borough Council's Chief Executive indicated that his role as a Board Member is to support the regeneration of Tees Valley as a whole, whilst attention was drawn to the work being carried out in Hartlepool i.e through Victoria Harbour Development. It was also indicated that it was felt that the system worked well.

• **SUB-REGIONAL PARTNERSHIPS- EVIDENCE FROM CHIEF EXECUTIVE OF TVP**

- 8.22 At the Forum's evidence gathering meeting on 8 December 2005, Members received evidence from the Director of the Tees Valley Joint Strategy Unit (TVJSU) and the Chief Executive of Tees Valley Living (TVL) in relation to the partnerships investigation.
- 8.23 The Chief Executive of TVP informed Members of the Forum that the key points to recognise about all the four organisations above is that they are essentially strategic organisations making policy decisions or implementing projects which have an impact on the Tees Valley as a whole. They are not about developing local policy or local projects. For example, the Tees Valley Partnership is concerned with funding projects which will make a difference not just to the development of Hartlepool but also the development of the Tees Valley and the Region.
- 8.24 The Chief Executive of TVP outlined a list of projects which the partnership has funded in Hartlepool:
- (a) Queens Meadow including the UK Steel Enterprise Business Centre;
 - (b) the development at Hartlepool College of Further Education of the Hartlepool;
 - (c) Centre of Excellence for Health, and the Centre for Offshore High Value Engineering;
 - (d) the development of tourism through the Coastal Arc concept and the development of Victoria Harbour; and
 - (e) ICT infrastructure.
- 8.25 The Chief Executive also highlighted that in the near future TVP hoped to provide gap funding for the River Green Business Centre at Queens Meadow, funding for the Coastal Arc and Tees Valley Regeneration work at Victoria Harbour and the Broughton Enterprise Centre.
- 8.26 In addition, the Forum learned that expenditure of the Tees Valley Partnership over the last four years in Hartlepool amounts to 50 projects covering £11 million. This does not include Tees Valley wide projects such as Business Support from which Hartlepool benefits. They are projects which are specific to Hartlepool.
- 8.27 Members expressed concerns to the Chief Executive of TVP around how local needs would be fed into the programme. The Chief Executive highlighted the UK Steel Enterprise Centre and Broughton Enterprise Centre as positive examples of local needs being met as Hartlepool LSP together with the ODPM's Neighbourhood Renewal Unit identified the need for enterprise workshops and small business workshops in Hartlepool. The Borough Council and the Tees Valley Partnership developed the UK Steel Enterprise scheme and it was inserted in the programme as a priority.

- 8.28 The Chief Executive of TVP also informed Members that it is not the job of the Tees Valley Partnership to deal with local needs that could properly be met by Hartlepool Borough Council or Hartlepool LSP or other local funding streams. Instead it is to concentrate on the big issues which will make a major difference to the economy of Hartlepool.
- 8.29 Additionally, in relation to the accountability of sub-regional partnerships the Chief Executive of TVP informed the Forum that the sub regional partnerships are held accountable through their governance structures, through Local Authority representatives on the Executives and the Boards. Furthermore, officers could (and in fact do) use the various officer groups to make clear any concerns and meetings are often held to resolve these issues through debate and discussion.
- 8.30 Members were pleased to learn, from evidence received from the Director of the TVJSU that Elected Members could help ensure that Hartlepool receives its fair-share of funding by properly representing Hartlepool and applying the appropriate pressure. It was emphasised that it was imperative to produce a clear programme of projects in order to negotiate for Government resources.
- 8.31 Members of the Forum noted that support for representatives on the TVP and JCSU/C is provided through officers within each of the Boroughs as well as through the Director of the TVJSU whilst the TVP relied on support from individual sectors.
- 8.32 In terms of reinforcing the representation of the LSP at a sub-regional level Members noted that future arrangements may include Boards created underneath the main Partnership Board in order that local issues, ie economic development and transport can be dealt with at a local level. This may require a Co-ordination Board to be created and discussions were in the early stages with One North East.

- **EVIDENCE FROM DIRECTOR OF TVL & TEES VALLEY**

- 8.33 In terms of the use of funding, Members noted that a 15-year strategy was in place and included the New Deal for Communities area and North Central Hartlepool. A baseline study had been carried out which identified that there was a lot of activity being undertaken under housing market renewal.

- **ROLES AND RESPONSIBILITIES OF ELECTED MEMBERS ON SUB-REGIONAL PARTNERSHIPS**

- 8.34 All Elected Members representing the Council the four sub-regional partnership bodies noted above were invited to the Forums evidence gathering meeting on 8 December 2005 to clarify their roles and responsibilities with regard to being Hartlepool Borough Council's representatives on sub-regional partnerships.
- 8.35 Two Members, namely Councillor Denny Waller and Councillor Arthur Preece attended to submit evidence which is noted below:-
- 8.36 With regard to their nomination on Sub-regional partnerships, both Councillors stated that that they were nominated to represent the Council by their respective political groups which was then ratified by Council. Both Members indicated that they attended all meetings. Although they indicated that information was fed back through their political groups on an ad-hoc basis, and that there was no formal process by which to feedback to Council.
- 8.37 In addition, both Members advised the Forum that before every Joint Strategy Committee (JSC), a briefing meeting would take place between the appropriate Members and the Director of Regeneration and Planning Services. This would ensure that Members were fully aware of any implications with the issues to be raised at the Committee.
- 8.38 The Forum noted that both Members accepted that there is no effective mechanism for feeding back information to all Members of the Council, and that they as representatives of the Authority on sub-regional partnerships would support the introduction of such a mechanism.
- 8.39 Members of the Forum also expressed concern that at sub-regional partnership level only one or two people were the same representatives for the Authority on a range of bodies and questioned if this ensured effective representation.

9. HARTLEPOOL PARTNERSHIP (THE LOCAL STRATEGIC PARTNERSHIP [LSP])

Roles of the Partnership

- 9.1 At the meeting of the Scrutiny Forum on 3 February the Head of Community Strategy outlined that the purpose of the Hartlepool Partnership as a whole is to realise the Community Strategy Vision. More specifically Hartlepool Partnership has the following aims and roles:
- (a) Promote and improve the economic, social and environmental well-being of Hartlepool and sustainable development through overseeing the Community Strategy process setting strategic aims and helping to discharging the well-being duty;
 - (b) Provide multi sector strategic leadership and operate as the “local strategic partnership” for Hartlepool developing consensus and commitment and where possible joint decision making;
 - (c) Strengthen joint partnership working to continuously improve services;
 - (d) Focus service delivery on the needs and aspirations of local people by develop new ways of involving local people in how services are provided;
 - (e) Encourage people to be constructively involved in their communities;
 - (f) Oversee neighbourhood renewal and seek to renew deprived areas and develop and deliver a local Neighbourhood Renewal Strategy as part of the Community Strategy;
 - (g) Ensure local sustainable development and contribute to the regional sustainable development agenda;
 - (h) Bring together and rationalise plans, partnerships and initiatives;
 - (i) Collaborate with regional and sub regional partners and lobby in Hartlepool’s interest;
 - (j) Align performance management systems, criteria and processes;
 - (k) To be inclusive and representative with effective community engagement and consultation – promotion; and
 - (l) Develop strategies to improve the skills and knowledge of partners including relating to regeneration and neighbourhood renewal.
- 9.2 In Hartlepool it is recognised that the future role of LSPs is central to the Government’s vision for the future of local decision-making, in particular to developing a strong leadership role for local authorities. It is anticipated (by

the ODPM) that the LSP will continue to effectively identify and deliver against the priorities for joint action in an increasingly accountable way.

- 9.3 Furthermore, the Government's future vision for all LSPs is for them to move towards becoming 'commissioning LSPs' – making decisions, commissioning action and actively co-ordinating the delivery of the Sustainable Community Strategy and targets such as the Neighbourhood Renewal floor targets. The shift from focusing on process to the delivery of outcomes through the embedding of the LSP performance management framework is reinforced by the development of Local Area Agreements (LAAs) with its focus on outcomes. LAAs are discussed in more detail below.

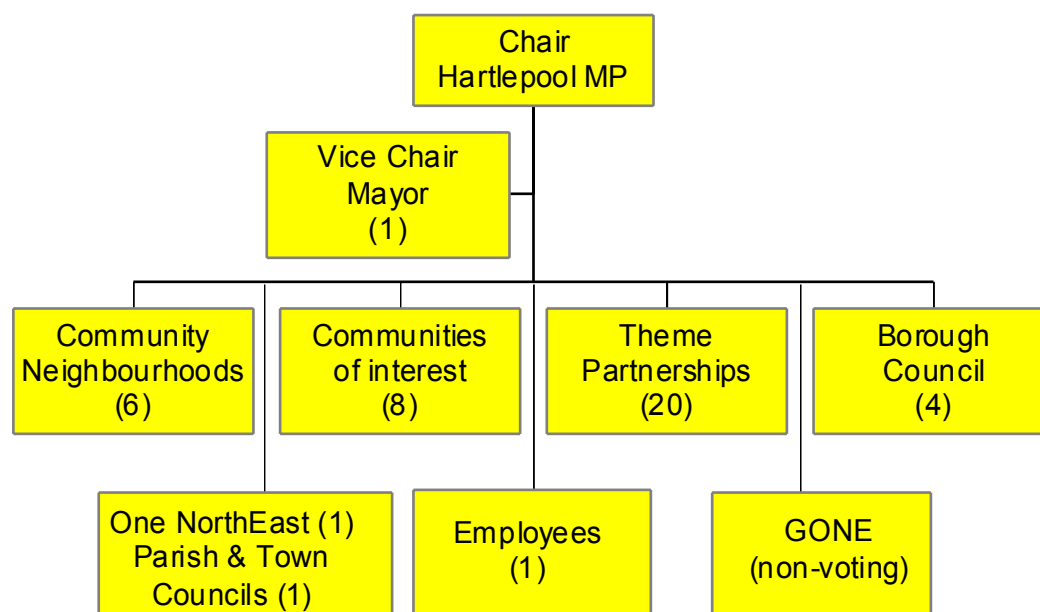
Roles and Remit of Stakeholders Involved in the Partnership

- 9.4 All members of the Partnership should be committed to applying the principles established in the Hartlepool Community Strategy:

Principles	
• Accountability	• Maximise Opportunity
• Community Involvement	• Maximise Resources
• Co-ordination	• Partnership
• Equality & Social Inclusion	• Quality Services & Continuous Improvement
• Integrity	• Sustainability

- 9.5 The general role of all members of the Partnership will be to take a town-wide perspective and to develop consensus in the best interests of the town as a whole. Members will bring their own perspectives and also represent their own organisation, interest group or area, and will be recognised for their valuable contribution bringing ideas, knowledge and expertise to the process.
- 9.6 The Hartlepool Partnership Board is made up of 44 people. It is chaired by the town's MP Iain Wright. Government Office for the North East attend in a non-voting capacity. The current structure is shown below:

The Hartlepool Partnership Board*



* n.b. In addition representatives from Cleveland Fire Authority and Cleveland Police Authority serve on the Partnership.

Governance Arrangements for Hartlepool Partnership in terms of Local Authority Involvement

9.7 Current Elected Member involvement in the Partnership Board can be summarised as follows:

- (a) Mayor;
- (b) Chair of North Neighbourhood Consultative Forum;
- (c) Chair of Central Neighbourhood Consultative Forum;
- (d) Chair of South Neighbourhood Consultative Forum;
- (e) 2 elected members identified by the Mayor from any Executive or from the Council; and
- (f) the Leader of the largest political group not holding the Mayoralty.

9.8 Current Officer involvement in the Partnership Board can be summarised as follows:

- (a) Chief Executive;
- (b) The Director of Children's Services; and
- (c) The Head of Community Safety and Prevention

Roles and Responsibilities of Elected Members and Officers on Hartlepool Partnership

9.9 The town's Mayor is the Vice Chair of the LSP and the Chairs of the Neighbourhood Forums also sit on the partnership representing the views of the communities in all the wards in each of the Neighbourhoods. In addition, the leader of the largest political group (currently Labour) not holding the

Mayoralty is included on the Partnership to represent the views of that political group and provide an overview of key Community Strategy themes. Similarly two Councillors identified by the Elected Mayor (currently Cllrs Hill and Richardson) sit on the Partnership to provide further elected representation and democratic accountability on the Partnership. Furthermore, a number of Councillors sit on the LSP representing agencies other than the Council, such as the Fire and Police Authorities.

Agenda and Feedback Mechanisms between the Council and LSP

- 9.10 It is recognised that there needs to be increasingly effective, transparent and accountable governance and scrutiny arrangements for the LSP to enable partners to hold each other to account and local people to hold the partnership to account.
- 9.11 Sections 9.7 and 9.8 above outline the Elected Member and Officer involvement on Hartlepool Partnership. Elected Member involvement on Hartlepool Partnership is widely acknowledged to be above average. In addition, decision making on the Partnership is accountable to the public through all papers and records of decisions being available on the web site. Furthermore, all meetings are public meetings.
- 9.12 Nevertheless, Members of the Forum expressed concern that the majority of residents were unaware of the work of the Hartlepool Partnership. The Head of Community Strategy indicated that the editor of the local paper had been invited to attend the Partnership as a non-voting member and had not taken up the place. Furthermore, regular press releases are prepared in an attempt to publicise the work of the Partnership.
- 9.13 Members suggested that brief presentations should be given to each of the Neighbourhood Consultative Forums outlining the work and success of the Hartlepool Partnership.
- 9.14 In addition to the above comments Members requested that the Council's thanks be passed on to the MP and Hartlepool Partnership for its help in acquiring permission to go ahead with the Victoria Harbour development.

• THE LSP THEME PARTNERSHIPS

- 9.15 Hartlepool Partnership is the Local Strategic Partnership for Hartlepool and consists of a network of partnerships linked together – these are the Theme Partnerships. Most of these cluster around the seven aims or themes of the Community Strategy, which are:
 - (a) Jobs and the Economy;
 - (b) Lifelong Learning and Skills;
 - (c) Health and Care;
 - (d) Community Safety;
 - (e) Environment and Housing;
 - (f) Culture and Leisure; and

(g) Strengthening Communities.

- 9.16 The main partnerships under each theme are known as Theme Partnerships. A number of theme partnerships are divided within the Community Strategy themes, for example the Environment and Housing theme has two theme partnerships. The Theme Partnerships are:

The Economic Forum	Appendix A
Lifelong Learning and Skills	Appendix B
Sure Start	Appendix C
Health and Care	Appendix D
Community Safety	Appendix E
Environment	Appendix F
Housing	Appendix G
Culture and Leisure	Appendix H
Strengthening Communities	Appendix I

- 9.17 The role of the Theme Partnerships is to be strategic, representative, and effective. They are concerned with overseeing implementation and managing performance and were established to meet a variety of needs as well as sharing good practice. Each Theme Partnership has its own widely different terms of reference. The membership of the Theme Partnerships varies hugely but each seek to be inclusive by encouraging the involvement of a wide variety of people. The appendices outlined above reflect the variety that is present in each of the Theme Partnerships.
- 9.18 During discussions Members felt that each of the Theme Partnerships needed to have democratic representation on it so that they would be democratically accountable. The possibility of annual appointments of Elected Members to the Theme Partnerships was suggested although it was acknowledged that as Theme Partnerships were not solely Council Partnerships, this could only be requested by the Council. There was also concern expressed about the lack of links from relevant partnerships to the Scrutiny Fora.

10.1 COMMUNITY INVOLVEMENT IN PARTNERSHIPS

- 10.1 On 3 March 2006 the Manager of Hartlepool Voluntary Development Agency (HVDA), on behalf of the Community Network, presented a report on the Role of the Voluntary and Community Sector (VCS) in Partnerships. The report is attached at **Appendix J**.
- 10.2 The Government had encouraged the formation of community networks and they are seen locally as the means by which the community was brought together to influence the work of the Hartlepool Partnership and those partnerships that fed into it.
- 10.3 The Manager of HVDA considered that there had been a lot of progress in terms of Community and Voluntary Sector involvement in partnerships over recent years and that residents have become much more aware of partnership working. There is a lot more activity in this respect than there used to be. However, maintaining this level of activity and progress requires continued (financial) support. In addition, the VCS felt that it had had less success in getting the services it provided onto the mainstream agenda of the public sector. The representative from the Community Network also indicated that the VCS should be considered more seriously as a potential provider of services under Best Value and Budgetary reviews.
- 10.4 Voluntary and Community Sector representatives were elected to the Hartlepool Partnership and Themed Partnerships through the Community Network. It was noted that there was no VCS representative on the Children and Young People Partnership Executive. The Tees Valley Partnership had one VCS representative, but only organisations with a remit outside of more than one geographical area can vote. As a result Members felt the VCS membership on these partnerships was inadequate. In addition, Members were concerned that only five community groups in Hartlepool were eligible to vote for the community representative on the Tees Valley Partnership (TVP).
- 10.5 Members were concerned that the voluntary and community sector representation on the LSP Executive might not be at an appropriate level and that the VCS representation should be proportionate. A suggestion was made by the Chair that the newly formed Tees Valley Voluntary Forum could be involved in future elections for community representatives.
- 10.6 A Community Network representative indicated that there would be a shortage of funding due to the loss of European funding later this year. He added that as a result of this, there was a need for voluntary groups to work closer together in the future.

11. LOCAL AREA AGREEMENTS (LAAs)

- 11.1 At the meeting of this Forum on 26 January 2006 Members received evidence from Hartlepool Borough Council's Chief Executive, Assistant Chief Executive, Director of Regeneration and Planning Services, and Head of Community Strategy. In addition the Manager of HVDA provided evidence in relation to the VCS role in relation to LAAs.

What is the context, and what are the drivers, behind the LAA Agenda?

- 11.2 LAAs are three year agreements between Central Government, the Council and its delivery partners. 9 pilot Local Authorities were chosen by Central Government in 2004 to develop LAAs. HBC was selected in June 2005 to be part of the second round of LAAs, which will go 'live' in April 2006. By April 2007 all Local Authorities will have to have LAAs.
- 11.3 The Government has stated a number of aims for LAAs, which includes improving the co-ordination between central government, local authorities and their partners, whilst working through the LSPs. The focus here is on a range of agreed outcomes, which all delivery partners agree to work towards. In addition, emphasis has been placed on the importance of LAAs in simplifying the number of additional funding streams from central government going into an area. Whilst the intention is that they will help to devolve decision making, moving away from a 'Whitehall knows best' philosophy and reduce bureaucracy, and allowing for efficiency gains and a greater proportion of public servants to be directly involved in front line delivery in every region of the country.

What are the potential impacts of LAAs on HBC?

- 11.4 LAAs are made up of outcomes indicators and targets aimed at delivering a better quality of life for people. The Council is the lead organisation for LAAs but partners are required to be fully engaged in the process. Hartlepool is aiming to maximise the devolution of funding, decision-making and priority setting to a locality level through the development of the LAAs. Whilst, there are moves to towards regionalisation in the Government's agenda LAAs can be seen as a counterbalance to this, effectively giving control back to the locality.

What are the potential impacts of LAAs on governance arrangements?

- 11.4 The LAA toolkit indicates that Local Authorities (LAs) and GOs have a unique role in the LAAs, with the LA acting as the overall accountable body and the GONE as the lead for overseeing the implementation of LAAs on behalf of the Government. Consequently, the GO acts as a 'go-between' for localities and central government in the LAA process. The GOs also have a role in ensuring necessary performance information is shared in a co-ordinated way to avoid confusion and duplication in reporting mechanisms.
- 11.5 Members felt that even though the LSP would have not have sole decision

making powers (in relation to the LAAs) it would be involved in the setting of a strategic direction for the future and Members were concerned regarding the absence of Councillor and resident involvement in the LAA process. Although, it should be noted that the Community Sector must sign a statement to the effect that they have been involved in the process.

- 11.6 Furthermore, the LAA outcomes relevant to HBC will be included in the Corporate Plan, subject to the approval of full Council in June. In addition, Scrutiny is involved in the development of the Corporate Plan as a Budget and Policy Framework Item. On 24 February 2006 Scrutiny Co-ordinating Committee considered an initial draft of the Corporate Plan (BVPP) 2006/7 – proposed objectives and actions, and will again have the opportunity to comment on the final draft of the Corporate Plan on 19 May 2006.

What are the potential impacts of LAAs on service delivery?

- 11.7 Hartlepool's vision for LAAs includes the notion that resources should be allocated directly to the locality of Hartlepool with funding levels determined for three years. Priorities for the use of this funding should be determined at the locality level within national and regional frameworks.
- 11.8 The LAA process was initially billed as creating new freedoms and flexibilities for local service delivery. However, in practice there have been less freedoms and flexibilities than originally anticipated in the negotiations of LAAs between HBC, GONE and the ODPM.
- 11.9 During discussions about the LSP and LAAs, Members felt that local residents need to be provided with clear/accurate information in relation to the process. More generally Members argued that the Local Authority needed to be made aware of the restrictions that apply to the use of resources for example 'ring fencing'.

12. HARTLEPOOL AND BEST PRACTICE

- 12.1 The Hartlepool Partnership is one of only four Partnerships in the North East to be accredited by the ODPM with the top, Green, rating for LSPs. Furthermore Hartlepool Partnership is one of only 30, out of the 88 NRU LSPs, to be given this rating. In its recent assessment (July 2005) Government Office for the North East highlighted a number of strengths:

Key players in the LSP are aware of and do understand how the Performance Management Framework is used as part of day-to-day action to drive improved delivery. Quarterly performance meeting held with Chair of LSP and the chairs of each theme partnership ensure local strategies are monitored & evaluated.

- 12.2 Furthermore:

The Partnership is well run in terms of financial management, support services, admin, people and asset management. Well balanced area/thematic programme together with specific block funds. Each theme partnership identifies the use of Neighbourhood Renewal Fund within the Performance Management Framework.

- 12.3 In addition:

The NRF budgets are rigorously reviewed. Within 2% of NRF spend 2004-2005.

- 12.4 It was also noted that:

The LSP has clearly built on their Improvement Plan from last year all issues have been addressed and if required further action is outlined. The partnership, as a whole, has demonstrated that it has provided clear plausibility between outcomes and actions being implemented. Partner organisations have been identified and are accountable for delivery of agreed actions.

- 12.5 Indeed, in recognition of the best practice that has emerged in Hartlepool of Hartlepool Partnership officers have been invited to participate in national policy development in relation to LSPs.

13. CONCLUSIONS

13.1 Over the course of the investigation Members have been made aware of the increasing responsibility on Local Authorities to act in partnership with a wide variety of organisations. The Forum has focused on different levels of partnership working, which has included:

- (a) Regional Partnerships;
- (b) Sub-Regional Partnerships;
- (c) Local Strategic Partnerships; and
- (d) Theme Partnerships

13.2 This report provides an extensive overview of the partnership working at these different levels. As a consequence it makes a valuable contribution to enhancing Members awareness of partnership activity that HBC is involved in.

13.3 In addition to the mapping of partnership working and awareness raising that this has generated the Forum has made a number of recommendations that are outlined in section 14 below.

13.4 Members reached a number of conclusions in relation to the final report, which included:

- a) That feedback mechanisms (to the Local Authority) for the Council's representatives on the Regional Assembly should be strengthened and substitute arrangements for those representatives should be clarified;
- b) That to ensure representation of Hartlepool is maximised on the Regional Development Agency, ONE, Members requested that the Council seeks clarification from the RDA around the selection process for representatives on this body in order to enhance the probability of Hartlepool being further represented on this body;
- c) That feedback and accountability mechanisms need to be improved for all Council representatives on partnerships;
- d) That further information should be produced around the LAA process, to increase understanding around the LAA process for a wider audience, and that this could take the form of summary sheets and diagrams;
- e) That in relation to LAAs a general view emerged amongst Members of the Forum that this process needed to involve further democratic accountability at a formative stage in the development of the LAAs. In particular Members requested that Scrutiny should be involved in the process at an earlier stage and that this should cut across all Fora.
- f) That whilst reviewing regional partnership arrangements the Forum identified three key bodies; ONE, GONE, and the North-East Assembly. In addition Members of the Forum also explored the governance arrangements of ANEC and the North East Housing Board. It was

suggested that the governance arrangements of the latter could be explored in more detail in the future.

- g) That future potential developments, such as 'City-Regions' must be reviewed in the context of current partnership arrangements and the potential impact they may have on current partnership working.
- h) That in light of the comprehensive and complex nature of this report Members concluded that a summary of this report should be produced as a guide to partnership working. Members considered that this guide should be presented in a more accessible format for circulation to a wider audience.

14. RECOMMENDATIONS

14.1 Over the course of the Partnership's Investigation the Forum has made the following recommendations:

- (a) That the Council seeks to strengthen the feedback mechanisms (to the Local Authority) for its representatives on the Regional Assembly and that substitute arrangements for those representatives should be clarified;
- (b) That the Council seeks clarification from the RDA around the selection process for representatives on this body;
- (c) That the Council produces further information about the LAA process for a wider audience, and that this should incorporate summary sheets and diagrams;
- (d) That Scrutiny continues to be involved in the LAA process, and that in the next round of negotiations all Scrutiny Fora are involved at the formative stage;
- (e) That increased levels of community and voluntary sector representation be examined on the Lifelong Learning Partnership and the Children and Young People Partnership, including the Executive.
- (f) That the levels of voluntary sector representation be increased on the Tees Valley Partnership and also direct Local Strategic Partnership representation on the TVP. In addition, the Town's MP and Mayor should be invited to support the strengthening of the representation on the TVP.
- (g) That an appropriate measure be put in place for the election of voluntary representatives on the Tees Valley Partnership through the Voluntary Sector Forum.
- (h) That the need for infrastructural organisation offering support to the wider VCS be recognised by the Council and be appropriately funded.
- (i) That discussions are held with the Mayor, the MP and Council to support the issue of voluntary representation on the thematic partnerships.
- (j) That Scrutiny's involvement in the on-going review of the Community Strategy be strengthened across all Scrutiny Fora.
- (k) That Elected Member involvement in Thematic and other partnerships be recommended.
- (l) That roles and responsibilities for ALL members of Theme Partnerships be encouraged as part of good practice.

- (m) That an annual review of community representation is undertaken through the Compact as part of the Best Value Performance Review.
- (n) That the Council emphasises the importance of continued partnership working, and supports co-terminus arrangements between the Council, Police and PCT.
- (o) The level of officer time committed to partnerships be examined in order to ensure it is tailored to the appropriate requirements.
- (p) That the attendance records of all Members on partnerships be produced as a public document.
- (q) That in relation to communication and information dissemination an internal and external communication protocol should be developed. In this respect the Forum welcomed the development a 'Tool Kit' for resident's use as part of the review of the Community Strategy.
- (r) That a section be included in the State of the Borough Debate to feedback the work and success of the Hartlepool Partnership and the Theme Partnerships.
- (s) That where possible Councillors attending events across the town take the opportunity to feedback the work and success of the partnerships they are involved in.
- (t) That informal (quarterly) meetings are arranged to enable elected representatives sitting on Partnerships to feedback on their involvement in these partnerships to other Elected Members and resident representatives.
- (u) That the development of a 'map' outlining how the Council's departments, political structures, LSP and Theme Partnerships are aligned be explored.
- (v) Members recommend that a summary of this report be produced as a guide to partnership working. In addition, the guide should be produced in an accessible format for circulation to a wider audience, with the PR office.
- (w) That the Cabinet produce an Action-Plan in response to these recommendations detailing both timescales for action if approved and responsible officers. In addition the Forum recommends that Cabinet report back to the Forum within 3-6 months of receipt.

15. ACKNOWLEDGEMENTS

15.1 The Forum is grateful to all those who have presented evidence during the course of the Scrutiny Inquiry. We would like to place on record our appreciation for all those witnesses who attended the Forum. In particular the Forum would like to thank:-

- a) All volunteers sitting on partnerships, in recognition of the contribution they make to these;
- b) Manager of HVDA
- c) Project Director TVR;
- d) Chief Executive Tees Valley Partnership;
- e) Director Tees Valley JSU;
- f) Hartlepool's MP Iain Wright;
- g) Hartlepool Mayor Drummond;
- h) Cllrs Preece and Waller, D for providing evidence about their involvement in sub-regional partnerships;
- i) Cllr Cook for providing evidence about his involvement in Hartlepool Partnership;
- j) Ron Foreman and Cllr James for providing evidence about Community Network representatives' involvement in Partnerships;
- k) The Director of Regeneration and Planning Services;
- l) The Head of Community Strategy;
- m) The Chief Executive of Hartlepool Borough Council; and
- n) The Assistant Chief Executive.

**COUNCILLOR PAMELA HARGREAVES
CHAIR OF REGENERATION AND PLANNING SERVICES SCRUTINY FORUM**

BACKGROUND PAPERS

- i. Minutes of the Regeneration and Planning Services Scrutiny Forum 26 August 2005.
- ii. Minutes of the Regeneration and Planning Services Scrutiny Forum 22 September 2005.
- iii. Minutes of the Regeneration and Planning Services Scrutiny Forum 4 November 2005.
- iv. Minutes of the Regeneration and Planning Services Scrutiny Forum 8 December 2005.
- v. Minutes of the Regeneration and Planning Services Scrutiny Forum 26 January 2006.
- vi. Minutes of the Regeneration and Planning Services Scrutiny Forum 3 February 2006.
- vii. Minutes of the Regeneration and Planning Services Scrutiny Forum 3 March 2006.
- viii. Presentation on “Partnerships” – Director of Regeneration and Planning Services 22 September 2005.
- ix. “Governance Arrangements – Sub-Regional Partnerships” – Director of Regeneration and Planning 4 November 2006.
- x. “Sub-Regional Partnerships Scrutiny-Scoping” – Scrutiny Support Officer 4 November 2005.
- xi. “Sub Regional Partnerships” – Chief Executive – Tees Valley Partnership/ Director Tees Valley JSU 8 December 2005.
- xii. Presentation on “The Role of Tees Valley Regeneration (TVR)” – Project Director TVR 26 January 2006.
- xiii. “The Role of Government Office in Local Area Agreements” – Scrutiny Support Officer 26 January 2006.
- xiv. Presentation on “The Role of the Local Authority in Local Area Agreements” – Director of Regeneration 26 January 2006.
- xv. “The Role of the Voluntary/Community Sector (VCS) in Hartlepool’s Local Area Agreements” – Community Network 26 January 2006.
- xvi. “Hartlepool Partnership” – Head of Community Strategy 3 February 2006.
- xvii. “Community Involvement in Partnerships Covering Report” – Scrutiny Support Officer 3 March 2006.
- xviii. “The Role of the Voluntary/Community Sector in Partnerships” – Manager of HVDA 3 March 2006.
- xix. “LSP Theme Partnerships” – Scrutiny Support Officer 3 March 2006
- xx. “The Future of Local Government: Developing a 10 year vision” - ODPM 2004.
- xxi. “Local Area Agreement Guidance” – ODPM 2005.
- xxii. “Local Area Agreement Toolkit” – ODPM 2005.
- xxiii. “Local Strategic Partnerships: Shaping their future – A Consultation Paper” – ODPM 2005.
- xxiv. “Vibrant Local Leadership” – ODPM 2005.
- xxv. “Beyond the Sovereign Council: The New Governance of Local Communities” – Chris Skelcher, Paper for the PSA Conference, Leicester 2003.

Contact Officers:- Sajda Banaras – Scrutiny Support Officer
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Hartlepool Borough Council
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jonathan.wistow@hartlepool.gov.uk

8.1 Appendix A

ECONOMIC FORUM

AIM: *Develop a more enterprising and, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.*

TERMS OF REFERENCE:

Objectives of the Economic Forum:

- To work in partnership to maximise the economic prosperity of Hartlepool.
- To develop and implement an action plan and protocol with specific actions and targets that reflects the requirements of both business and local residents and which reflect the key objectives of the Community Strategy.
- To review and monitor targets outlined in the Forum Action Plan.
- To approve and endorse activities that will contribute to the key targets adopted by the Economic Forum and where appropriate identify new sources of funding.
- To be inclusive, reflecting the diverse needs of the people of Hartlepool and thereby reducing inequalities.
- To consult effectively with business, community representatives, residents and other stakeholders.
- To work with other partnerships, networks and forums for the benefit of Hartlepool.
- To work in an open and transparent way ensuring that the work of the Economic Forum is communicated effectively and available to the public.
- To ensure that membership reflects the diversity of the community it aims to serve.

The Role of Economic Forum Members:

- To act in the best interests of the Economic Forum, the organisations they represent and the people and business community of Hartlepool.
- To take part in themed working groups as determined by the Chair.

8.1 Appendix A

- To represent the views of the Economic Forum in external networks and meetings as appropriate.
- To attend all appropriate meetings wherever possible. Members unable to attend for three consecutive meetings will be removed unless extenuating circumstances exist. Representatives can send an appropriate deputy.
- Private Sector members to act as the 'demanding customer' ensuring that services and priorities are relevant to ensure the current and future prosperity of Hartlepool and its economy.

Economic Forum Chair / Vice Chair:

- The Chair / Vice Chair of the Economic Forum are elected by the full membership of the Economic Forum at the Annual General Meeting in January of each year. The term of office is two-years.
- The Chair / Vice Chair will also represent the Forum on the Hartlepool Partnership Board during the period of office.
- The Chair / Vice Chair will be representatives of the Private Sector.

Role of the Chair

- To lead the work of the Economic Forum, ensuring that the views of the Economic Forum are communicated to a wide audience.
- To represent the Economic Forum on the Hartlepool Partnership LSP.
- To meet with the Chair of the LSP to review the performance management framework as required.
- To ensure the efficient and effective operation of the Economic Forum.
- To promote effective partnership working between members of the Economic Forum and if necessary resolve conflict and help foster an environment of mutual interest.
- To approve the formation of Working Groups to deliver specific items of work on behalf of the Economic Forum.
- With the support of the Secretariat to agree the agenda, associated papers and minutes of previous meetings.

Role of Vice Chair

8.1 Appendix A

- To deputise for the Chair as required.
- To support the Chair to ensure the work of the Economic Forum is effectively deployed.

Economic Forum Champion:

- The Economic Forum Steering Group will elect three Champions for a period of one year. The Champion will be a representative of the Private Sector. Each Champion will be responsible for one of the three Strategic Objectives outlined in the Economic Forum Action Plan.

The Role of the Champion:

- To lead on the delivery of strategic objectives on behalf of the Economic Forum.
- To support the Chair to influence, comment and respond to other strategies and policies relating to the Economic Forums objectives.
- To agree with the Chair the items that will be reviewed during the term of office.
- To act as a 'demanding customer' and review the delivery of services by public, private and voluntary sector agencies within the scope of the specific objective.
- To assist the Chair with the on-going review of the performance management framework and associated targets.
- To Chair appropriate Economic Forum working groups, agree membership and report to the Chair findings, outcomes and recommendations.

Economic Forum Steering Group Members:

Membership of the Economic Forum is outlined below.

- The Chair will determine Private Sector representation and prospective members will be elected by the Economic Forum Steering Group.
- Voluntary Sector representation will be determined by the Community Empowerment Network. Elections will be administered by Hartlepool Voluntary Development Agency and elected members endorsed by the Chair.

8.1 Appendix A

- Public Sector representation will be determined by the specific organisation.

The Role of Economic Forum Members:

- To act in the best interests of the Economic Forum, the organisations they represent and the people and business community of Hartlepool.
- To take part in themed working groups as determined by the Chair.
- To represent the views of the Economic Forum in external networks and meetings as appropriate.
- To attend all appropriate meetings wherever possible. Members unable to attend for three consecutive meetings will be removed unless extenuating circumstances exist. Representatives can send an appropriate deputy.
- Private Sector members to act as the 'demanding customer' ensuring that services and priorities are relevant to ensure the current and future prosperity of Hartlepool and its economy.

Lead Partners:

- There will be three Lead Partners drawn from the Public Sector. The role of the Lead Partner will be to deliver one of the three Strategic Objectives outlined in the Economic Forum Action Plan.

Role of the Lead Partner:

- To report to the Economic Forum Champion on a regular basis on actions and activities that will assist in the delivery of Strategic targets.
- To identify resources to assist in the delivery of each objective.
- To advise the Economic Forum Champion of new policies, strategies and initiatives that will help influence and impact on the work of the Economic Forum.
- To provide advice and guidance on actions and priorities proposed within each strategic objective area by other agencies and organisations.

Supporting the Economic Forum:

- Secretariat support for the Economic Forum will be provided by the Economic Development Manager and members of the Economic Development Team. This support includes:

8.1 Appendix A

- Arranging Steering Group meetings on a bi-monthly basis.
- Publishing agendas, papers and minutes of previous meetings on the instruction of the Chair.
- Arranging guest speakers and reports from external bodies for the attention of the Economic Forum.
- Co-ordinating the Annual General Meeting on behalf of the Chair.
- Providing training, induction and other development events for the benefit of Forum members.
- Managing communication, consultation and performance management events on behalf of the Forum.
- Submitting funding applications where appropriate and managing and accounting for resources allocated to the Economic Forum (i.e. NRF).
- Promoting partnership working for the benefit of local people and businesses in Hartlepool.
- All other general administrative support for the partnership.

FEEDBACK/ACCOUNTABILITY MECHANISMS

The Chair of the Economic Forum represents the Partnership on the Hartlepool Partnership LSP and approves the development of Working Groups to deliver specific items of work on behalf of the Economic Forum.

The Economic Forum Steering Group will elect three 'Champions' for a year, each will be responsible for the Three Strategic Objectives outlined in the Economic Forum Action Plan. The Champions will act as 'demanding customers' reviewing the delivery of services by public, private and voluntary sector agencies. They will also chair appropriate working groups of the Economic Forum.

There will be three 'Lead Partners' drawn from the public sector. Their role will be to deliver one of the three Strategic Objectives outlined in the Economic Forum Action Plan. They must regularly report to the Champions on actions and activities that will assist in the delivery of Strategic targets.

The Economic Forum Protocol states that members must, "represent the views of the Economic Forum in external networks and meetings as appropriate."

8.1 Appendix A

MEMBERSHIP :

- **Councillors**

Stuart Drummond - Mayor

- **Officers**

None

- **Representatives from the Community and Voluntary Sector**

Four Reps from the Community Empowerment Network
One Rep from HMS Trincomalee

- **Representatives from the Private Sector**

One Rep from PD Ports
Editor Hartlepool Mail
One Rep from Horwath Clark Whitehill
One Rep from Gillens
One Rep from Flex-ability
One Rep from Personnel Managers Group
One Rep from Middleton Grange Shopping Centre
One Rep from Vantis Walker (Chair)
One Rep from Huntsman Tioxide
One Rep from Trade Unions

- **Representatives from 'other' public bodies**

One Rep from Job Centre Plus
One Rep from Business Link Tees Valley
One Rep from Learning & Skills Council
One Rep from Hartlepool College of Further Education

Officers in attendance

Assistance Director, Planning & Economic Development
Economic Development Manager
Urban Policy Manager
Two Principal Economic Development Officers
Economic Development Officer

8.1 Appendix B

LIFELONG LEARNING AND SKILLS

AIM: *Help all individuals, groups and organisations to realise their full potential, ensure the highest quality opportunities in education, lifelong learning and training, and raise standards of attainment.*

TERMS OF REFERENCE:

From around 2001 onwards the Lifelong Learning Partnership has been driven by the following action plans:

2001/02 Plan

Within the principles of the partnership the following priorities for action were determined as:

- Continuing progress towards the achievement of agreed local learning targets in line with National Learning Targets
- Ensuring effective mechanisms are in place to consult young people and adults.
- Helping to drive up quality of learning provision in Hartlepool.
- Contributing to neighbourhood renewal strategies and providing a learning and skills input to the Hartlepool Community Strategy and the work of the Hartlepool Partnership.
- Promoting and marketing learning to different audiences.
- Developing further inclusive links with grass root partners and clients and continuing to share local information and plans

2002/03 Plan

Within the principles of the partnership the following priorities for action were determined as:

- Continuous progress towards the achievement of agreed local learning targets in line with National Learning Targets.
- Assisting the LSC as appropriate with it leading role in ensuring that the learner voice influences the planning of provision.
- Helping to drive up the quality of learning provision in Hartlepool.
- Contributing to neighbourhood renewal strategies and providing a learning and skills input to the Hartlepool Community Strategy and the work of the Hartlepool Partnership.
- Working with partners to promote learning to different audiences.
- Sharing local information and plans.
- Helping to manage the local response to the Hartlepool 16-19 Area-Wide inspection.
- Making the 14-19 curriculum a key priority for 2002/2003

8.1 Appendix B

FEEDBACK/ACCOUNTABILITY MECHANISMS

Feedback is via the Partnership's performance monitoring mechanism. Funded projects are monitored and evaluated by the Lifelong Learning Partnership, with reports going to partnership officers at HBC and the full Hartlepool Partnership. Feedback is also given at community consultation events organised by partnership officers.

8.1 Appendix B

MEMBERSHIP :

- **Councillors**

No Reps

- **Officers**

One Rep from Children's Services, HBC

One Rep from Adult Education, HBC

- **Representatives from the Community and Voluntary Sector**

One Rep from the Community Network (Substitute)

- **Representatives from the Private Sector**

No Reps

- **Representatives from 'other' public bodies**

One Rep from Secondary Schools' Rep

One Rep from Learning and Skills Council Tees Valley

One Rep from NACRO (a crime reduction charity)

Head Teacher Hartlepool College of FE (Chair)

One Rep from Hartlepool College of FE (Administrator)

One Rep from Hartlepool College of FE, Partnership Co-ordinator

One Rep from English Martyrs School & SFC

One Rep from Cleveland College of Art and Design

One Rep from University of Teesside

One Rep from Connexions

One Rep from Hartlepool Sixth Form College

- **Additional Officers in Attendance**

None

SURE START

AIM:

- To enhance the care, play and educational experience of young children and the care and play experience of all children up to the age of 14;
- To develop sustainable provision which is accessible, of high quality and affordable and represents good value;
- To work together in a spirit of co-operation and partnership across the sectors.

Background:

The Early Years Development and Childcare Partnership (as the partnership was formerly known) was set up in 1998 with an aim to develop early years provision across the town. The Sure Start Unit (DfES) issued targets for each authority and the partnership was responsible for ensuring these targets were met. In 2005 the Sure Start Unit realised that there were many authorities that had exceeded their targets and decided to remove all childcare targets from authorities. The aim for the partnership is now to ensure sustainability of places across the town and target specific areas for the development of certain types of early years provision. The attendance at the partnership over the last year has been falling due to a lack of direction within the current remit of the partnership.

The authority has within the last two years been asked to develop Children's Centres and Extended School services across the town which include childcare. In light of these new developments officers are reviewing the remit, aims and membership of the partnership to ensure that these new developments can be achieved.

TERMS OF REFERENCE:

The functions of the Partnership are to:

- determine the local needs of children and parents;
- determine strategic developments towards meeting these needs;
- prepare the Early Years Development and Childcare Strategic Plans on a three-yearly basis and Implementation Plans on an annual basis;
- determine how the annual Department for Education and Skills (DfES) Direct Childcare Grant will be allocated and to make recommendations on bids to the New Opportunities Fund (NOF) to take forward strategic developments included in the Plan;

8.1 Appendix C

- oversee implementation of the Plan through Working Groups reporting to the Partnership;
- monitor and evaluate progress to plans and spending on a quarterly basis.

In order to fulfil these functions, the Partnership will:

- comprise members as set out in Annex A and review its membership at least on an annual basis;
- nominate substitutes to maximise representation at each meeting;
- elect an Independent Chair and Vice Chair annually by seeking nominations from members of the Partnership, in writing, prior to the first Partnership meeting of the financial year and, if necessary, voting on the basis of one member, one vote;
- make decisions by consensus wherever possible, resolving any disagreements by voting on the basis of one member, one vote;
- delegate executive powers to the Chair and Vice Chair, in consultation with the Senior Education Officer (Early Years & Childcare), for urgent decisions subject to a maximum financial limit of £5,000, with such decisions to be reported to the next Partnership meeting;
- adopt a formal complaints procedure for EYDCP members and the public;
- establish Working Groups (with appropriate, wide ranging membership) to take forward these developments and identify specific proposals for the Partnership to consider;
- initially hold Partnership meetings in camera on a quarterly basis, with one other meeting to determine plan and two training / discussion sessions;
- review public access to Partnership meetings and their frequency and timing on an annual basis;
- fund travel and provide childcare for non local authority members on the basis of individual need, taking into account local authority travel allowances and the actual cost of childcare;
- receive proposals and monitoring reports on a quarterly basis from Working Groups;

8.1 Appendix C

- receive and agree quarterly progress reports in relation to the Childcare Funding Allocation to be submitted to DfES by the Borough Council;
- consider proposals for funding, including the DfES Direct Childcare Allocation and the New Opportunities Fund and make bids for Learning Skills Council (LSC) funding, where appropriate;
- assist the promotion of networks / consultative arrangements to promote effective communication to ensure the Partnership represents / considers as wide a range of views as possible;
- establish links with neighbouring Partnerships;
- monitor its effectiveness through an annual review of progress against action plans, taking account of any feedback from consultation, OFSTED inspections and progress against targets.

FEEDBACK/ACCOUNTABILITY MECHANISMS

Feed info/ updates/ monitoring info into the Children and Young People's Strategic Partnership.

8.1 Appendix C

MEMBERSHIP :

- **Councillors**

None.

- **Officers**

One representative HBC Community Services

Represents community services for Hartlepool Borough Council plus out-of-school childcare

One representative HBC Economic Development

Represents planning / economic development for Hartlepool Borough Council and brings knowledge and expertise in this area

One representative HBC Children's Services (Vice Chair)

Represents Children's Services for Hartlepool Borough Council and vulnerable children and families in Hartlepool

Hartlepool Children's Fund Manager

One representative Senior School Adviser

Represents the Children's Services Department of Hartlepool Borough Council

One representative Borough Librarian

Represents community services for Hartlepool Borough Council and with libraries

Director of Children's Services

Represents the Children's Services Department of Hartlepool Borough Council

Senior Education Officer and Lead Officer for EYDCP

- **Representatives from the Community and Voluntary Sector**

Two representatives Hartlepool People's Centre

Represents out of school childcare – voluntary / community

One representative ADDvance

Represents special needs groups dealing specifically with ADHD

One representative Hartlepool Families First

Represents special needs groups

8.1 Appendix C

- **Representatives from the Private Sector**

One representative Scallywags Playgroup
Represents out of school childcare – playgroup / crèche

Two representatives Kiddikins Creche
Represents out of school childcare – voluntary & community

One representative Garlands Call Centre
Represents employers in Hartlepool

Retired Headteacher St Joseph's School, Hartlepool (Chair)

Manager - Playmates Day Nursery
Represents private day nurseries and substitutes Janet Bland

- **Representatives from 'other' public bodies**

One representative North Tees & Hartlepool NHS Acute Trust
Represents the acute trust of the public health sector.

One representative of OFSTED
Represents OFSTED and keeps Partnership up to date with relevant requirements

Manager Rainbow day Nursery
Represents private day nurseries

Manager -Sure Start Central and Primary Care Trust
Represents one of the regeneration projects – will attend on a rotation basis with other Sure Start Managers and also represents health sector

One representative from Hartlepool PCT

Hartlepool College of Further Education
Represents further education and helps organise training for childcare

North Hartlepool Partnership
Represents local regeneration project

New Deal for Communities Manager

Manager – Sure Start North
Represents one of the regeneration projects – will attend on a rotation basis with other Sure Start Managers

8.1 Appendix C

School Governor

Represents the Hartlepool Governors Association and all school governors

Head Teacher Lynnfield School

National Childminders Association

Represents registered childminders in Hartlepool

Sure Start Central

Play Learning & Childcare Co-ordinator

DfES Adviser

Advises local EYDCP's on DfES planning and targets

Hartlepool Sixth Form College

Represents further education and helps organise training for childcare

St Bega's Primary School

Represents out of school childcare – maintained sector (i.e. in schools)

Sure Start South

Represents one of the regeneration projects. Will attend on a rotation basis with other Sure Start Managers

Head Teacher Stranton School

Jobcentreplus Childcare Partnership Manager

Primary Care Trust

VACANT

Learning & Skills Council

Represents LSC which co-ordinates the funding of training in the Tees Valley area

Hartlepool College of Further Education

Represents further education and helps organise training for childcare

Employment Services

To obtain information, and advise on potential jobs/careers in Hartlepool

8.1 Appendix C

- **Non-Partnership Officers Attending** i.e. an average from the last 2/3 meetings of officers attending the theme partnership meeting who aren't formal members of the partnership.
Approx 2/3 non partnership officers attend

8.1 Appendix D

HEALTH AND CARE

AIM: *Ensure access to the highest quality health, social care, and support services, and improve the health, life expectancy and well-being of the community.*

TERMS OF REFERENCE:

None.

FEEDBACK/ACCOUNTABILITY MECHANISMS

Feedback via Performance Management Framework reports.

Chair attends Chair meetings.

Chair member of LSP.

Table relevant reports as appropriate at LSP meetings

Example of reports:

Tees Review

Commissioning a Patient Led NHS

8.1 Appendix D

MEMBERSHIP :

- **Councillors**

None.

- **Officers**

Hartlepool PCT:

Chief Executive
Dir Public Health & Wellbeing
Dir Partnerships/Vision for Care
Dir of Finance & Performance Management
Ass. Dir of Care Programmes
Dir of Planning
Dir of Primary Care & Modernisation
Dir of Nursing & Operations
Head of Mental Health

Hartlepool Borough Council:

Dir of Adult & Community Services
Dir of Children's Services
Head of Business Unit (Disability)
Head of Community & Strategy Division
Ass Dir of Safeguarding & Specialist Services
Housing Strategy Manager
Acting Senior Assist Dir Adults
Ass Dir (Support Services) Strategy & Resource Manager

- **Representatives from the Community and Voluntary Sector**

Chairman HPCT PPI Forum
Hartlepool Families First
HVDA Manager
Project Manager Endeavour Home Improvement Agency

- **Representatives from the Private Sector**

None

- **Representatives from 'other' public bodies**

Acting Gen Mgr Mental Health Services
Ass Dir Community Health & Elderly Care
Housing Hartlepool

8.1 Appendix D

- **Officers Occasionally in Attendance**

None.

COMMUNITY SAFETY

AIM: *Together we will reduce crime and drugs misuse to build a safer, healthier Hartlepool.*

TERMS OF REFERENCE:

The Partnership will: -

- Consider plans or proposals submitted to them by the Executive.
- Provide, information and views from the community and stakeholders on crime, anti-social behaviour drugs misuse and offending behaviour.
- Advise the Executive on current concerns and consultation planning.
- Approve the establishment of Task Groups.
- Delegate responsibility if it chooses to a particular Group of the Partnership for the development of plans or particular pieces of work.

FEEDBACK / ACCOUNTABILITY MECHANISMS:

- The Safer Hartlepool Partnership is a statutory partnership, required to be formed by the Crime & Disorder Act 1998.
- Performance is reported at least quarterly on various functions as follows:-

Function	Organisation Receiving Reports
Youth Offending	Youth Justice Board
Drugs	Government Office North East and National Treatment Agency
Crime & Disorder/ Anti-Social Behaviour	Government office North East and Home Office

- The Safer Hartlepool Partnership operates with a smaller strategic Executive Group, where all decisions are taken. Minutes are considered at next Safer Hartlepool Partnership meeting (held three times per year).
- Performance is reported by Executive Group to Hartlepool Partnership quarterly and annually.
- There is a Joint commissioning Group, which makes decisions to commission services on behalf of Executive Group.
- The Annual Youth Justice Plan and three yearly Crime, Disorder & Drugs strategy are part of the Council's budget and Policy Framework.
- The Annual Drugs Treatment Plan is reported to the appropriate Portfolio holder for approval.

MEMBERSHIP:

- **Councillors:**

Mayor S. Drummond (Chair of Partnership)
Cllr. M. Waller
Cllr. J Marshall
Cllr. P Jackson
Cllr R. Waller (Cleveland Fire Authority representative)

- **Officers:**

Head of Community Safety & Prevention attends in her role as Partnership Co-ordinator
Chief Executive Officer – attends regularly
Children's Services – 2 no. (1 usually attends)
Adult & Community Services – 2 no. (0 usually attend)
Neighbourhood Services – 6 no. (1 usually attends)
Regeneration & Planning Services – 4 no.* (1 usually attends)

*4 additional officers from Community Safety & Prevention division whose roles cover drugs, crime and disorder and youth offending, will attend if required to present a report.

Number of officers refers to number on mailing list, who will be either Department nominees or co-opted on to Task Groups, so invited to Safer Hartlepool Partnership.

- **Representatives of Community & Voluntary Sector:**

Community Empowerment Network – 6 no. elected representatives
Advanced Motorists
Parents in Need of Support (PINS)
Hartlepool Access Group
Safe in Tees Valley
Age Concern
Skillshare
North Tees Women's Aid
Victim Support & Witness Service Teesside
HVDA
Hart Gables
50+ Forum
DISC
Belle Vue Community Sports & Youth Centre
West View Project
Salaam Centre
Advance
B76
Hartlepool Families First
UNITE

8.1 Appendix E

- **Representatives from Private Sector**

North East Chamber of Commerce & Industry
Hartlepool Mail
Bells Stores
Hartlepool United Football Club
Middleton Grange Shopping Centre

- **Representatives from other public bodies**

National Probation Service Teesside
Cleveland Police
Cleveland Police Authority
British Transport Police
Magistrates Court
New Deal for Communities
Primary Care Trust
Hartlepool College of Further Education
Crown Prosecution Service
Government Office North East
Cleveland Fire Brigade
Cleveland Fire Authority (see Councillors)
UNISON
Drugs Education team
TNEY Trust
North Tees & Hartlepool Trust
Cleveland Medical Committee
HM Prison Service
Durham & Tees Strategic Health Authority
National Treatment Agency
ConneXions
Housing Hartlepool
Home Housing
Three Rivers Housing
The Guinness Trust
Anchor Trust
Endeavour Housing Association
Tees Valley Housing Group
Stonham Housing Association

NB Some organisations may send more than one representative to meetings.

8.1 Appendix F

ENVIRONMENT

AIM:

To secure a more attractive and sustainable environment that is safe, clean and tidy.

TERMS OF REFERENCE:

Facilitate the achievement of the Hartlepool Partnership's aims by the establishment of a multi-agency environment theme partnership.

Contribute to the production, implementation, review and monitoring of environment related strategies, including waste management and transport.

Advise on issues concerning the Natural and Built environment.

Provide a link between environmental and wider policies for the social and economic regeneration of the area, including the regeneration of deprived neighbourhoods.

Work with neighbouring and regional organisations to tackle wider issues of common concern.

Meetings will be preceded by an agenda circulated to members of the theme partnership specifying the business proposed to be transacted.

Meetings will take place on a three-monthly basis, the proceedings minuted and circulated to members of the theme partnership and made available to the Chair of the Hartlepool Partnership.

FEEDBACK/ACCOUNTABILITY MECHANISMS

The feedback mechanism is by the theme group to the LSP and via Community Empowerment Network representatives to the wider community.

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MEMBERSHIP :

- **Councillors**

Stuart Drummond – Elected Mayor

- **Officers**

Environmental Standards Manager
Head of Environmental Management
Principal Policy Officer – Community Strategy

- **Representatives from the Community and Voluntary Sector**

One Rep from North East Civic Trust
One Rep from Hartlepool Civic Society
Four Community Empowerment Network representatives
One Rep from Headland Local History Group
One Rep from Hartlepool Natural History Society
One Rep from Hartlepool NDC

- **Representatives from non-satutory environmental organisations**

One Rep from Friends of the Earth
One Rep from Teesmouth Field Centre
One Rep from Tees Forest
One Rep from Tees Valley Wildlife Trust
One Rep from English Nature
One Rep from English Heritage
One Rep from Sustrans (A leading sustainable transport charity)
One Rep from TADEA (Tees and Durham Energy Advice)

- **Representatives from the Private Sector**

One Rep from Hydro Chemicals
One Rep from SCA Packaging Ltd
One Rep from Huntsman Tioxide Europe
One Rep from Hartlepool Water Company
One Rep from C J Garland
One Rep from Hereema
One Rep from Able UK
One Rep from Expanded Metal Company
One Rep from Hartlepool Power Station
One Rep from INCA

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- **Representatives from ‘other’ public bodies**

One Rep from Countryside Agency

One Rep from Tees & Hartlepool Port Authority

One Rep from Environment Agency

One Rep from N. Tees and Hartlepool NHS Trust

- **Officers occasionally in attendance**

Approximately three officers in attendance each meeting who are not members

HOUSING

AIM: *The aim of the Housing Partnership is to jointly assess and meet the housing needs of Hartlepool.*

TERMS OF REFERENCE:

The remit of the Housing Partnership is as follows:-

- (i) to produce a comprehensive housing strategy which will meet the housing needs of Hartlepool;
- (ii) to co-ordinate and facilitate multi-agency and private sector involvement in needs assessment and strategy delivery;
- (iii) to provide a link between housing and wider policies for the social, economic and environmental well-being of the area, including the regeneration of deprived neighbourhoods;
- (iv) to facilitate housing involvement in local partnerships;
- (v) to work with neighbouring and regional organisations to tackle wider issues of common concern.

There is no prescribed threshold for membership. The mailing list below indicates regular attendees thus *.

FEEDBACK/ACCOUNTABILITY MECHANISMS

Each member feeds back to its representative group or body.

Community Network representatives are accountable through the network's feedback framework.

The Chair of the Tenants Consultation Panel feeds back directly to the Panel, which in turn feeds back to individual tenant groups.

Policy and strategy decisions are forwarded to Cabinet and for information to the Local Strategic Partnership.

The themed partnership is accountable through the performance management framework and reports to the Local Strategic Partnership.

MEMBERSHIP:

- **Councillors**

- **Officers**

Director of Regeneration and Planning, HBC
Head of Public Protection and Housing, HBC *
Head of Housing Strategy, HBC *
Principal Housing and Regeneration Officer, HBC *
Housing and Regeneration Co-ordinator, HBC *

- **Representatives from the Community and Voluntary Sector**

Community Network Representatives

- Disability Representative *
- Youth Representative
- BME Representative

Chair of the Housing Hartlepool Tenants Consultation Panel *

Representative from North Central Hartlepool Regeneration residents *

Housing Theme Resident Co-Chair, New Deal for Communities

- **Representatives from the Private Sector**

Representatives from three Hartlepool Estate Agents

- **Representatives from 'other' public bodies**

Chief Executive, Housing Hartlepool (Chair) *
Director of Regeneration, Housing Hartlepool *
Group Director of Operations, Tees Valley Housing *
Housing Manager, Home Housing *
Business Development Manager, Three Rivers Housing
Senior Development Manager, Three Rivers Housing
Housing Services Director, Endeavour Housing *
Regeneration and Investment Manager, Guinness Trust
Housing Manager, Accent North-East
Housing Regeneration Director, Hartlepool Revival *
Programme Director, New Deal for Communities
Regional Officer from the National Housing Federation

- **Council Officers who are not members of the theme partnership**

Occasional representation from Housing Advice Manager or Supporting People Officer, HBC, or others depending on subject

8.1 Appendix H

CULTURE AND LEISURE

AIM: *Ensure a wide range of good quality, affordable and accessible leisure and cultural opportunities.*

TERMS OF REFERENCE:

The Culture and Leisure Theme Partnership uses the following general terms of reference. The Partnership Board will make decisions on matters affecting the economic social and environmental well-being of Hartlepool and sustainable development including the following: -

- Major policy and policy documents of interest to a range of partners at key stages in their development including the Community Strategy.
- Strategic briefs or frameworks for policy, programme or bid development, consultation and training etc.
- Matters outside an established defined strategic policy context or brief.
- Major issues of particular strategic importance to Hartlepool because of their scale or nature.
- Reports from or on behalf of the Executive, the Theme Partnerships and the Community Network raising strategic issues and reporting on progress.
- Strategic novel or contentious issues and cross-cutting issues.
- Scrutiny of issues relating to the policies of partners and the implementation and operation of services and their contribution to achieving the Community Strategy.
- Representation to and relationships with regional and sub- regional partnerships and bodies and national organisations.
- Monitoring and reviewing of the structure and operation of the Hartlepool Partnership and its accreditation.
- Rationalisation and accreditation of theme partnerships within Hartlepool.
- Any other matters of importance to the economic social and environmental well-being of Hartlepool not covered by the remit of the Executive.

FEEDBACK/ACCOUNTABILITY MECHANISMS

The Theme Partnership provides minutes and actions to the LSP via the Community Strategy team, any major items of strategic significance are placed before the Hartlepool Partnership meeting.

In terms of the statutory sectors individual members are representative of the cultural services areas. The voluntary and community sector members tend to be recruited by a selection process undertaken by the Community Network. Specific representatives from bodies such as the North Hartlepool Partnership tend to be selected within these bodies.

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MEMBERSHIP :

- **Councillors**

None

- **Officers**

One Rep from Assistant Director Cultural Services
One Rep from Children's Services (Education Officer)
One Rep from Press and PR
One Rep from Culture and Heritage and Grants Officer

- **Representatives from the Community and Voluntary Sector**

Community Sector (5 Places):

One Rep from West Hartlepool NDC
One Rep from Churches Together
One Rep from North Hartlepool Partnership Community Representative
One Rep from Salaam Centre
One Rep from Sportability.

Voluntary Sector (5 Places):

One Rep from Footlights
Community Empowerment Network (three representatives)
One Rep from Belle Vue Centre.

- **Representatives from the Private Sector**

One Rep from The Studio
One Rep from Old School Studios
One Rep from Soundswright
One Rep from HMS Trimcomalee
One Rep from Hartlepool United

- **Representatives from 'other' public bodies**

One Rep from Hartlepool PCT

- **Additional Officers in Attendance**

Additional officers attend meetings when they are presenting reports to the Theme Partnership. For example, in October 2005 the Sport and Recreation Manager attended to present a report.

STRENGTHENING COMMUNITIES

AIM: *Empower individuals, groups and communities, and increase the involvement of the citizens in all decisions that affect their lives.*

TERMS OF REFERENCE:

1. DEFINITION OF THE COMMUNITY NETWORK

1.1 The Community Network is not one meeting, but is made up of a variety of meetings or fora which seek to influence the decision making process in Hartlepool.

2. THE AIMS OF THE COMMUNITY NETWORK

2.1 To support voluntary/community sector and resident input to the Hartlepool Partnership and other partnerships.

2.2 To support communities, the voluntary sector and residents to participate effectively in neighbourhood renewal in Hartlepool.

2.3 To provide an opportunity for networking and the exchange of information.

2.4 To review the operation of the relationship with the Hartlepool Partnership and any other Partnerships.

2.5 To assist or develop proposals for the election of representatives to the Hartlepool Partnership and other Partnerships.

2.6 To provide a means by which voluntary/community sector and resident representatives on partnerships and committees can report to the community on their work.

2.7 To provide an opportunity to identify 'unmet needs' in the community from a voluntary/community sector perspective.

2.8 To provide an opportunity to identify priorities of need from a community perspective.

2.9 To identify gaps in the networking and representation of voluntary organisations and community groups and to develop appropriate responses.

2.10 To encourage the development of other networks of the voluntary sector around specific themes or issues to come together within the framework of the overall network.

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2.11 To initiate and share information and ideas around specific themes, issues or topics.

2.12 To encourage co-operation between groups and to avoid duplication of effort.

3. MANAGEMENT OF THE NETWORK

3.1 The Townwide Network meeting will meet at least six times a year.

3.2 The Townwide Network meeting will be a meeting organised on a town wide basis which will address issues which have an impact across Hartlepool.

3.3 The role of the Chair will be to facilitate the meetings of the Network and the person undertaking this role may vary with the agreement of the meeting.

3.4 The accountable body will undertake the secretariat for the meetings.

3.5 The accountable body will notify grant applicants on the progress of applications in relation to timescale. Decisions made in relation to any funds managed on behalf of the Network will be communicated in writing.

4. VOTING ENTITLEMENT AT TOWNWIDE NETWORK MEETINGS

4.1 Should a vote be required, only representatives of voluntary organisations, community groups and residents associations will be able to vote in the case of a vote groups will be entitled to one vote.

4.2 Those groups which are projects of an existing group shall not have a separate vote.

4.3 In the case of an individual who is a member of a number of different groups then that individual will have one vote for the group which they specify.

4.4 Informal Forum type groups are by definition a collection of voluntary groups and therefore shall not be entitled to a vote. The exception would be a constituted Forum which has elected officers and or committee members and holds an Annual General Meeting to elect officers.

5. VOTING PROCESS

5.1 In most case for flexibility resolutions can be moved from the floor of the meeting. Exceptions are as follows:

i) A vote of no confidence of any kind.

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- ii) A vote, which would result in any change in the contractual arrangements, between the Government Office and the accountable body managing funds on behalf of the Network, or other groups or initiatives which are funded or managed on behalf of the Community Network by the accountable body.
- iii) Any changes to standing orders.

5.2 Resolutions of the above kind must be notified in writing to HVDA at least ten working days before the date of the Network Meeting at which the resolution is to be put.

6. DEFINITION OF A VOLUNTARY GROUP

6.1 An independent voluntary and community group or a residents association is one where the group has a separate constitution and management committee, which exists for the purpose of managing the said group. Such voluntary groups can be: registered charities; self help groups; mutual support groups; companies limited by guarantee.

6.2 When a matter requires a vote, if it is requested by any Network member then each voting member shall declare the name of their voluntary group when casting their vote. This will ensure that each group is only able to exercise one vote per group.

7. AMENDMENTS TO STANDING ORDERS

7.1 Any resolution to amend the standing orders must be notified in writing to HVDA at least ten working days before the date of the Network Meeting at which the resolution is to be put. Amendments can be passed by a simple majority of those present who are eligible to vote.

8. LIAISON WITH THE HARTLEPOOL PARTNERSHIP AND OTHER BODIES

8.1 The Network would wish to invite from other bodies the most appropriate people for the items under consideration.

9. RESPONSIBILITIES OF THE ACCOUNTABLE BODY

9.1 Send out notification of Community Network meeting, normally at least ten working days before the meeting.

9.2 Send out detailed papers and minutes of the previous meeting at least three working days before the meeting.

9.3 Provide written reports on those funds administered for the Network by the accountable body.

10. ELECTION PROCESS FOR THE STEERING GROUP AND GRANTS PANEL OF THE COMMUNITY NETWORK

10.1 The election process to elect the Steering Group is outlined in Appendix I.

10.2 The election process to elect the Grants Panel with responsibility for the Hartlepool Community Chest and Community Learning Chest is outlined in Appendix II.

11. GRIEVANCE PROCEDURE

11.1 Both the Steering Group and the Grants Panel of the Community Network shall select three people from their membership to form two Grievance Sub Committees. The grievance procedure exists to ensure that any problems or issues are dealt with as quickly and effectively as possible. If anyone has a grievance in relation to the work of the Community Network then the following procedure should be followed:

- Request a meeting with the Manager of HVDA. If the complainant is not satisfied with the outcome of the meeting:
- Request a meeting with the relevant Grievance Sub Committee i.e. of the Steering Group or the Grants Panel. If the issue is not resolved:
- Request a meeting with the relevant full Committee, Steering Group or Grants Panel if the issue is not resolved.
- Request a hearing at a Community Network meeting. If the issue is not resolved:
- Contact Government Office North East, in writing detailing the grievance.

APPENDIX I

ELECTION PROCESS FOR THE COMMUNITY NETWORK STEERING GROUP

- 1. **Structure of the Steering Group**
 - 1.1 The Steering Group will have fourteen elected members.
 - 1.2 There is an equal level of representation (3 places) from the north, central and south areas of the town as defined by the boundaries used by the Councils Neighbourhood For a:
North Area - North of Hart Lane/Middleton Road
Central Area -between Hart Lane/Middleton Road and Brierton Lane/Belle Vue

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Way/Windemere Road.

South Area - South of Brierton Lane/Belle Vue Way/Windemere Road.
A map which shows the geographical areas is included as Appendix III

1.3 There will be five places available to communities of interest. The following are examples of such categories but should not be taken as an exhaustive list e.g. older people, young people, ethnic minorities, people with disabilities, carers etc.

1.4 There is one place on the committee for HVDA as the accountable body for the Fund.

1.5 The Steering Group shall nominate three of its members to deal with any grievances.

2. Eligibility for Area Representation

2.1 The group has a base in the relevant area for which the group is making a nomination.

2.2 The person nominated is a resident of the relevant area.

3. Eligibility for Communities of Interest Representation

3.1 The group may operate in a neighbourhood or on a townwide basis except that the main role of the group shall be with one specific client group (see 1.3 for examples).

4. Election Rules

4.1 The elections shall take place at a Community Network Meeting, which has been specifically promoted as a meeting at which the Steering Group will be elected.

4.2 All those present at the meeting who represent a voluntary group as determined by the Standing Orders agreed by the Network will be eligible to vote for all categories of representation on the Steering Group.

4.3 Those voluntary groups wishing to vote but unable to attend the meeting will be given the option of a postal vote.

4.4 In the event that there are more than three candidates for those to be elected by each area, there will be an election by secret ballot at the meeting. The candidates which come 1st to 3rd will be deemed elected.

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4.5 In the event that there are more than five candidates for the communities of interest section those candidates which come 1st to 5th will be deemed elected.

4.6 The term of office for the Steering Group will be one year from its election.

4.7 Steering Group members will be expected to attend Community Network Meetings in order to be accountable for the decisions of the Steering Group.

ELECTION PROCESS FOR THE COMMUNITY NETWORK GRANT MAKING PANEL

1. Structure of the Grants Panel

1.1 The Grants Panel will have ten elected members.

1.2 There is an equal level of representation (2 places) from the north, central and south areas of the town as defined by the boundaries used by the Councils Neighbourhood For a:

North Area - North of Hart Lane/Middleton Road

Central Area - between Hart Lane/Middleton Road and Brierton Lane/Belle Vue Way/Windemere Road.

South Area - South of Brierton Lane/Belle Vue Way/Windemere Road.

A map which shows the geographical areas is included as Appendix III

1.3 There will be four places available to communities of interest. The following are examples of such categories but should not be taken as an exhaustive list e.g. older people, young people, ethnic minorities, people with disabilities, carers etc.

1.4 There is one place on the committee for HVDA as the accountable body for the Fund.

2. Eligibility for Area Representation

2.1 The group has a base in the relevant area for which the group is making a nomination.

2.2 The person is a resident of the relevant area.

3. Eligibility for Communities of Interest Representation

8.1 Appendix I

3.1 The group may operate in a neighbourhood or on a townwide basis except that the main role of the group shall be with one specific client group (see 1.3 for examples).

4. Election Rules

4.1 The elections shall take place at a Community Network Meeting, which has been specifically promoted as a meeting at which the Grants Panel will be elected.

4.2 All those present at the meeting who represent a voluntary group as determined by the Standing Orders agreed by the Network will be eligible to vote for all categories of representation on the Panel.

4.3 In the event that there are more than two candidates for those to be elected by area, there will be an election by secret ballot at the meeting. The candidates which come 1st and 2nd will be deemed elected.

4.4 In the event that there is an election for the communities of interest section those candidates which come 1st to 4th will be deemed elected.

4.5 The term of office for the Grants Panel will be one year from its election.

4.6 Panel members will be expected to attend Community Network Meetings to be accountable for the decisions of the Grants Panel.

4.7 The Grants Panel shall nominate three of its members to deal with any grievances.

FEEDBACK/ACCOUNTABILITY MECHANISMS

Community Network representatives all have a written job description and sign a Code of Conduct. In some case specific responsibilities and lineages are identified e.g. the older persons representative links to the 50+ Forum. Community Network representatives are invited to a quarterly feedback session and if they are unable to attend they are required to complete a written pro forma.

The Community Network Steering Group is elected annually and the Community Network staff team produce quarterly reports for the Steering Group and an annual review of the Community Network.

MEMBERSHIP :

- **Councillors**

Can attend meetings but are not able to vote unless they are affiliated to a voluntary, community or residents group.

- **Officers**

Council officers sometimes attend the quarterly Community Network meetings. This has involved representation from the Community Strategy Team and Housing Hartlepool.

- **Representatives from the Community and Voluntary Sector**

This primarily the membership of the Community Network.

- **Representatives from the Private Sector**

None

- **Representatives from 'other' public bodies**

Representatives may be invited to specific theme or topic based meetings.

- **Additional Officers in Attendance**

See 'Officers' above.

1. THE ROLE OF THE VOLUNTARY/COMMUNITY SECTOR (VCS)

1.1 Why Involve the VCS

The need to involve the VCS in partnership working is highlighted in nearly all aspects of public policy. This is for a number of reasons:

- The VCS can deliver services.
- The VCS is a source of information.
- The VCS contributes to community cohesion.

1.2 Range of the VCS and Characteristics

- From Oxfam, Save the Children, RSPCA to a local Mother and Toddler Group.
- Every type of human endeavour is covered.
- Groups come together in response to a common concern, cause or unmet need.
- The management is volunteer led.
- Groups may have paid staff to deliver services.

1.3 Strengths of the VCS

- Local control and community involvement.
- Flexibility.
- Go beyond boundaries.
- Volunteer contribution:
 - Self confidence
 - Skill development
 - Active citizens
- Community cohesion/builds communities.
- Ability to access external funding e.g. Charitable Trusts and Foundations.

1.4 The VCS Locally

Numbers

- 550 groups
- 40 faith groups
- 60 with paid staff (but declining)
- 5000 volunteers
- 400 in paid work (but declining)

Main Areas of Activity

- Culture/leisure/sport/arts
- Health/disability/care
- Children and young people
- Residents and community groups

1.5 HVDA's Work

- Advice/project development support both to new and existing groups.

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- Volunteers – placement, support and good practice.
- Community Chests – administration of funds.
- Funding advice and Straight Through Money.
- Community involvement through the Community Network.

1.6 **Where are the interactions between the VCS and the Public Sector:**

- Funding agreements/contracts.
- Users of Local Authority premises/school premises.
- Consultees/sources of expertise.
- Formal mechanisms of consultation:
 - Hartlepool Community Network
 - Neighbourhood Action Plans
 - Neighbourhood Consultative Fora
 - Specialist Fora, All Ability Forum, 50+ Forum
- Representatives on Partnerships.

2.0 **THE ROLE OF THE COMMUNITY NETWORK IN HARTLEPOOL**

2.1 The Government expects the wider community to play a full part in Local Strategic Partnerships. For this to be achieved, the Government has encouraged the formation of Community Networks. Such networks are seen as the means by which the community is brought together to influence the work of the Hartlepool Partnership and those partnerships, which feed into it. The Community Network is required to elect a Steering Group from within its members. The Steering Group is responsible for overseeing the work of the Network.

2.2 The Network is responsible for:

- Producing an annual action plan.
- Measuring its work through a Performance Management Framework.
- Making regular reports to the Community Network.
- A Skills and Knowledge Programme.
- Involving “hard to reach communities”.
- Ensuring representation through elected representatives and making sure there is effective feedback to and from the Hartlepool Partnership through these representatives.
- Commissioning research on the VCS contribution.

2.3 The Community Network has three constituencies:

- Residents living in neighbourhoods.
- Communities of interest.
- The interests of the VCS.

The above are not always the same, they can be different or overlap. The Community Network seeks to ensure that all three have their voice heard.

2.4 How to make involvement work in practice

- Improve levels of resident, community and voluntary sector representation throughout the Hartlepool Partnership and other Partnerships in Hartlepool.
- Improve methods of consultation on issues affecting local neighbourhoods and communities of interest.
- The support and development of skills, knowledge and confidence to the individuals so that they can participate effectively.

2.5 There are many ways for the people of Hartlepool can influence decision making in the Hartlepool Partnership. However, the Hartlepool Community Network focuses on four key areas of involvement:

1. Co-ordinating a network and forum of voluntary organisations and community groups.
2. Support to forums of communities based on area “where people live”. (Neighbourhood Action Plan Forums).
3. Supporting forums of communities based on specific interests e.g. disability.
4. Commissioning work, which highlights the value of the VCS.

2.6 How are the VCS involved in partnership working?

The assessment of whether a Community Network is being successful includes the following criteria:

- That there is a sufficient and influential level and range of voluntary/community sector representation on the Local Strategic Partnerships.
- That there is an agreed protocol covering working arrangements between the Community Network and the Local Strategic Partnership.
- Ensures Local Strategic partnership decision-making processes have included the voluntary/community sector representatives in a way that has enabled them to contribute and have real influence.
- That Community Empowerment Network representatives are fully involved in the Local Strategic Partnership Performance Management Framework.

2.7 Community Network Representation on Themed Partnerships

Representatives are elected from these Forums to take up issues raised to the relevant parts of Hartlepool Partnership and influence decisions made about local services.

- Housing Partnership (3 places).

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- Community Safety Theme/Safer Hartlepool Partnership (6 places).
- Environment Partnership (3 places).
- The Health & Care Strategy Group (2 places). HVDA is also represented on the Partnership separately.
- Culture and Leisure (6 places).
- Jobs and Economy Theme: (4 places).
- Lifelong learning (1 place).
- Children and Young People's Partnership (1 place). HVDA is also represented on the Partnership separately.

Representatives agree to a job description and a code of conduct. Elections take place at an open meeting of the Community Network. For Themed Partnerships, representatives on the Neighbourhood Consultative Forum and the Hartlepool Partnership, the term of office is 2 years.

The current proposals for assisting representatives and exchanging information with Community Network Members includes meetings every three months which allow representatives to discuss their work subsequently identify issues to be taken back to the relevant Partnership.

Representative can meet before a Partnership meeting with, if necessary with the support of the Network to discuss agenda items. This happens regularly with the Hartlepool Partnership and the Neighbourhood Consultative Forum Representatives.

Members of Community Network meet at least four times a year to promote the interests of communities and the voluntary/community sector.

2.8 Examples of work with communities of interest

- All Ability Forum (Disability Forum) – funding for the development worker was secured by the Network.
- Development work with young people, including production of a video outlining the needs of young people, which was presented to Hartlepool Partnership and to a Council's Scrutiny Forum.
- Publication of newspaper by and for young people (HYPE).
- Work with the 50+ Forum.
- Production of a strategy to involve young people in decision-making.
- A Young People's Citizenship Programme.
- Patient and Public Involvement Forums – assisting with recruitment of representatives.
- Hart Gables working with lesbian, gay bisexual and transgendered people. Funding for a development worker was secured.
- A feasibility study into the development of a skateboard park.

2.9 Examples of work with communities based on area

- Support for residents working through the Council's three Neighbourhood Consultative Forums.
- Capacity building with Residents' Associations.
- Support and development of Neighbourhood Forums such as Burbank Residents Forum.
- Development of resident and community involvement with Neighbourhood Actions Plans.

3.0 CONCLUDING COMMENTS

- 3.1 Is the Community network achieving its purpose? In Hartlepool there has been a good level of resident involvement in Neighbourhood Action Plans. The Community Network has played an important role of articulating the views of communities of interest e.g. people with disabilities, young people. However, the VCS feels that it has had less success in getting the services it provides on the mainstream agenda of the public sector.

4.0 RECOMMENDATIONS

- 4.1 Best Value reviews and Budgetary reviews could more seriously consider the VCS as a potential provider of services.
- 4.2 There is a support specialist Forums, which seeks the views of difficult to reach groups e.g. the All Ability Forum the 50+ Forum, the need for a Youth Council.
- 4.3 Recognise HVDA role in its support it gives to the VCS.
- 4.4 Adequate support at a neighbourhood level for capacity building and capacity building with communities of interest.

REGENERATION AND PLANNING SERVICES SCRUTINY FORUM REPORT

6th April 2006



Report of: Scrutiny Support Officer

Subject: REFERRAL OF KEY DECISION ON
NEIGHBOURHOOD ELEMENT FUNDING

1. PURPOSE OF REPORT

- 1.1 To outline the proposed options for the Scrutiny Investigation into the Referral of the Key Decision on Neighbourhood Element Funding.

2. BACKGROUND

- 2.1 At the meeting of Scrutiny Co-ordinating Committee on 24 February 2006 Members asked that the Regeneration and Planning Scrutiny Forum consider the 'governance issues' around the decision-making process for the Neighbourhood Element Fund item in the Cabinet's Forward Plan.
- 2.2 At the meeting of the Regeneration and Planning Services Scrutiny Forum on 3 March 2006 the referral was discussed by Members of the Forum. Following a lengthy discussion of the item it was highlighted that this issue was larger than the particular decision under question. Consequently, Members requested the opportunity to consider this issue further.
- 2.3 It was therefore proposed that a Working Group be established to examine how this issue could be taken further in more detail with a view to reporting recommendations to the next meeting of this Forum.
- 2.4 On 16 March a Working Group of the Forum met to discuss the issue. However, due to an administrative error only a small number of Members received an invitation to the meeting. Consequently, the Working Group discussed the item and devised a number of options for the Forum to respond to the Referral. The Members in attendance at the Working Group meeting did so on the condition that the options for future Scrutiny action went to a further Working Group meeting on 30 March 2006 (originally scheduled solely to discuss the Forum's Draft Final Report into Partnerships) for further discussion, prior to the Forum reaching an agreement at its meeting on 6th April 2006.

2.5 Members in attendance at the Working Group devised four options for the scrutiny process in relation to this item:

- Incorporate it as part of the Partnership Inquiry;
- Identify it as a potential work programme item for the next municipal year;
- Set up a further working group (effectively a task group) to explore the issue, either in this or the next municipal year, and invite 'interested' Members to contribute to this; and
- Do not look at it any further.

2.6 In addition, there was a general agreement amongst those present at the meeting that the issue was about 'formalising the decision-making relationship between the Council and the LSP' and about improving the awareness of Members about the nature of these relationships. It was also highlighted that an inquiry of this nature may potentially be sensitive. Consequently, the Chair suggested that a meeting could take place between the Chair of the Forum, the Director of Regeneration and Planning Services, the Head of Community Strategy and Scrutiny Support Officers.

3. RECOMMENDATIONS

3.1 That Members note the contents of the report and agree a way forward for the item.

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